PT Bank Aladin Syariah Tbk

Aladin

Siap Berbagi Kebaikan untuk Masa Depan

Ready to Share Kindness for The Future

Laporan Tahunan

2021

Annual Report

Tentang Laporan Tahunan 2021
About Annual Report 2021

Selamat datang pada Laporan Tahunan PT Bank Aladin Syariah Tbk tahun buku 2021 dengan tema "Siap Berbagi Kebaikan untuk Masa Depan" atau "*Ready to Share Kindness for The Future*". Tema ini dipilih berdasarkan perkembangan PT Bank Aladin Syariah Tbk yang terjadi di sepanjang 2021.

Laporan Tahunan PT Bank Aladin Syariah Tbk tahun buku 2021 diterbitkan sesuai dengan Peraturan Otoritas Jasa Keuangan No. 29/POJK.04/2016 tentang Laporan Tahunan Emiten atau Perusahaan Publik dan Surat Edaran Otoritas Jasa Keuangan No. 16/SEOJK.04/2021 tentang Bentuk dan Isi Laporan Tahunan Emiten atau Perusahaan Publik, serta Peraturan Otoritas Jasa Keuangan No. 37/POJK.03/2020 tentang Transparansi dan Publikasi Laporan Bank dan Surat Edaran Otoritas Jasa Keuangan No. 10/SEOJK.03/2020 tentang Transparansi dan Publikasi Laporan Bank Umum Syariah dan Unit Usaha Syariah.

Penyebutan satuan mata uang "Rupiah", "Rp" atau IDR merujuk pada mata uang resmi Republik Indonesia, sedangkan "Dollar AS" atau USD merujuk pada mata uang resmi Amerika Serikat. Semua informasi keuangan disajikan dalam mata uang Rupiah sesuai dengan Standar Akuntasi Keuangan Indonesia.

Laporan Tahunan PT Bank Aladin Syariah Tbk tahun buku 2021 disajikan dalam dua bahasa, yaitu Bahasa Indonesia dan Bahasa Inggris dengan menggunakan jenis dan ukuran huruf yang mudah dibaca dan dicetak dengan kualitas yang baik. Laporan Tahunan ini dapat dilihat dan diunduh di *website* resmi PT Bank Aladin Syariah Tbk yaitu https://aladinbank.id.

Welcome to the Annual Report of PT Bank Aladin Syariah Tbk for the 2021 financial year with the theme "Siap Berbagi Kebaikan untuk Masa Depan" or "Ready to Share Kindness for The Future". This theme was chosen based on the development of PT Bank Aladin Syariah Tbk that occurred throughout 2021.

The Annual Report of PT Bank Aladin Syariah Tbk for the 2021 financial year is published in accordance with the Financial Services Authority Regulation No. 29/POJK.04/2016 concerning the Annual Report of Issuers or Public Companies and Circular Letter of the Financial Services Authority No. 16/SEOJK.04/2021 concerning the Form and Content of the Annual Report of Issuers or Public Companies, and Financial Services Authority Regulation No. 37/POJK.03/2020 concerning Transparency and Publication of Bank Reports and Circular Letter of the Financial Services Authority No. 10/SEOJK.03/2020 concerning Transparency and Publication of Reports of Sharia Commercial Banks and Sharia Business Units.

The mention of the currency unit "Rupiah", "Rp" or IDR refers to the official currency of the Republic of Indonesia, while "US Dollar" or USD refers to the official currency of the United States of America. All financial information is presented in Rupiah in accordance with Indonesian Financial Accounting Standards.

The Annual Report of PT Bank Aladin Syariah Tbk for the fiscal year 2021 is presented in two languages, in Indonesian and English using easy-to-read fonts and prints of good quality. This Annual Report can be viewed and downloaded on the official website of PT Bank Aladin Syariah Tbk, https://aladinbank.id.

Sanggahan dan Batasan Tanggung Jawab
Disclaimer

Laporan Tahunan ini memuat pernyataan kondisi keuangan, hasil operasi, proyeksi, rencana, strategi, kebijakan, serta tujuan PT Bank Aladin Syariah Tbk, yang digolongkan sebagai pernyataan ke depan dalam pelaksanaan perundang-undangan yang berlaku, kecuali hal-hal yang bersifat historis. Pernyataan-pernyataan tersebut memiliki prospek risiko, ketidakpastian, serta dapat mengakibatkan perkembangan aktual secara material berbeda dari yang dilaporkan.

This annual report contains statements of the financial condition, results of operations, projections, plans, strategies, policies, and objectives of PT Bank Aladin Syariah Tbk, which are classified as forward-looking statements in the implementation of applicable laws and regulations, except for historical matters. These statements are subject to risks, uncertainties, and may result in actual developments that are materially different from those reported.

Pernyataan-pernyataan prospektif dalam Laporan Tahunan ini dibuat berdasarkan berbagai asumsi mengenai kondisi terkini dan kondisi mendatang PT Bank Aladin Syariah Tbk serta lingkungan bisnis di mana PT Bank Aladin Syariah Tbk menjalankan kegiatan usaha. Pernyataan yang terdapat di Laporan Tahunan ini bukan menjadi jaminan kinerja di masa yang akan datang, karena hasil sebenarnya di masa depan dapat berbeda karena dapat dipengaruhi oleh beberapa faktor di luar kendali PT Bank Aladin Syariah Tbk.

The prospective statements in this Annual Report are made based on various assumptions regarding the current and future conditions of PT Bank Aladin Syariah Tbk and the business environment in which PT Bank Aladin Syariah Tbk conducts business activities. The statements contained in this Annual Report are not a guarantee of future performance, because the actual results in the future may differ due to several factors beyond the control of PT Bank Aladin Syariah Tbk.

Laporan Tahunan ini memuat kata "Aladin Bank" dan "Bank" yang didefinisikan sebagai PT Bank Aladin Syariah Tbk yang menjalankan bisnis utamanya dalam industri perbankan nasional, khususnya perbankan syariah.

This annual report contains the words "Aladin Bank" and "Bank" which are defined as PT Bank Aladin Syariah Tbk which runs its main business in the national banking industry, particularly Islamic banking.

Tema Sampul 2021
Cover Theme 2021

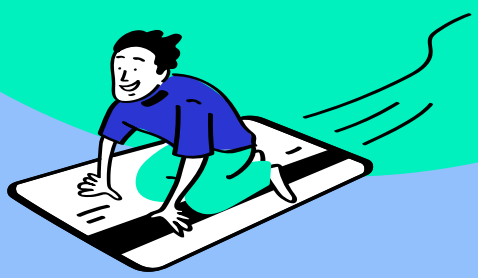
Siap Berbagi Kebaikan untuk Masa Depan
Ready to Share Kindness for the Future

Di tengah tahun yang penuh dengan tantangan, Aladin Bank melakukan langkah besar di tahun 2021 yang menjadi babak baru bagi perkembangan bisnis Bank ke depan. Setelah melakukan Penawaran Umum Perdana Saham atau *Initial Public Offering* (IPO) pada 1 Februari 2021, dengan mencatatkan saham di Bursa Efek Indonesia, Bank melakukan perubahan nama dari PT Bank Net Indonesia Syariah Tbk menjadi PT Bank Aladin Syariah Tbk, dan telah mendapatkan persetujuan dari Otoritas Jasa Keuangan (OJK) pada 3 Juni 2021.

Pergantian nama yang dilakukan Bank, bukan sekadar proses merubah nama, melainkan juga sebuah transformasi diri menjadi bank yang dapat melayani kebutuhan seluruh lapisan masyarakat akan produk-produk perbankan, khususnya perbankan syariah, melalui pendekatan digitalisasi. Dimana Bank melakukan perubahan *core bussiness* dari yang sebelumnya berfokus pada segmen *corporate banking* menjadi bank yang mengedepankan layanan digital dan berfokus pada segmen ritel. Melalui transformasi bisnis ini, Aladin Bank berupaya untuk menjadi lebih dekat dengan masyarakat dan siap berbagi kebaikan untuk masa depan bersama.

In the midst of a year full of uncertainty, Aladin Bank made a big step in 2021 which became a new chapter for the Bank's business development going forward. After conducting an Initial Public Offering (IPO) on February 1, 2021, by listing shares on the Indonesia Stock Exchange, the Bank changed its name from PT Bank Net Indonesia Syariah Tbk to PT Bank Aladin Syariah Tbk, and has obtained approval from the Authority. Financial Services (OJK) on June 3, 2021.

The name change carried out by the Bank is not just a process of changing the name, but also a self-transformation into a bank that can serve the needs of all levels of society for banking products, especially Islamic banking, through a digitalization approach. Where the Bank has changed its core business from previously focused on the corporate banking segment to a bank that prioritizes digital services and focuses on the retail segment. Through this business transformation, Aladin Bank strives to be closer to the community and ready to share goodness for the future together.



Kesinambungan Tema
Theme Continuity

2020

INOVASI DIGITAL DAN TRANSFORMASI UNTUK MENJADI LEBIH TANGGUH
Digital Innovation and Transformation to be Stronger

Bagi PT Bank Net Indonesia Syariah selanjutnya disebut "Bank Net Syariah" atau "BNS" dalam laporan ini, tahun 2020 merupakan tahun penuh harapan dan menantang. Hal itu ditandai dengan peralihan pemegang saham, upaya rebranding dan penguatan internal perusahaan serta upaya meningkatkan kapasitas usaha melalui aksi korporasi *Go Public* (IPO) di tahun 2021.

Perseroan memanfaatkan momentum tersebut dengan melakukan berbagai upaya transformasi, inovasi digital demi kemudahan layanan konsumen sekaligus mempertajam kapabilitas internal. Perseroan juga turut berkontribusi dalam perkembangan industri perbankan syariah di Indonesia yang kian tahun semakin menjanjikan. Sepanjang tahun 2020, kinerja perbankan syariah nasional justru lebih baik dibandingkan industri perbankan nasional.

For PT Bank Net Indonesia Syariah hereinafter referred to as "Bank Net Syariah" or "BNS" in this report, 2020 is a year full of hope and challenges. This is marked by the transfer of shareholders, rebranding efforts and internal strengthening of the company as well as efforts to increase business capacity through the Go Public (IPO) corporate action in 2021.

The Company took advantage of this momentum by carrying out various transformation efforts, digital innovations for the convenience of customer service as well as sharpening internal capabilities. The Company also contributes to the development of the Islamic banking industry in Indonesia, which is increasingly promising year after year. Throughout 2020, the performance of the national Islamic banking was actually better than the national banking industry.

2019

TRANSFORMATION TOWARD DIGITAL BANKING

Berkat budaya pengelolaan risiko yang efektif yang terus dipertahankan secara konsisten sejak 2018, di tahun 2019 Bank Net Syariah telah membangun pondasi yang kokoh. Konsolidasi merupakan kata kunci Bank Net Syariah dalam menghadapi tantangan baru yang lebih besar di industri perbankan syariah, di mana Bank Net Syariah berkesempatan meraih peluang menjadi salah satu bank syariah nasional terdepan.

Thanks to an effective risk management culture that has been consistently maintained since 2018, in 2019 Bank Net Syariah has built a solid foundation. Consolidation is the key word for Bank Net Syariah in facing new and bigger challenges in the Islamic banking industry, where Bank Net Syariah has the opportunity to seize the opportunity to become one of the leading national Islamic banks.

2018

EMBRACING THE FUTURE

Di tahun 2018 Maybank Syariah telah melewati fase peralihan menuju sebuah perubahan besar, dengan tetap mempertahankan budaya pengelolaan risiko yang efektif secara signifikan sehingga kualitas aset dapat terus diperkuat dengan tercapainya NPF di angka nol. Kini Maybank Syariah siap menuntaskan rencana konsolidasi bisnis guna menghadapi tantangan baru yang lebih besar di industri perbankan syariah, menyongsong masa depan.

In 2018 Maybank Syariah has passed a transitional phase towards a major change, while maintaining a significantly effective risk management culture so that asset quality can be continuously strengthened by achieving an NPF of zero. Now Maybank Syariah is ready to complete a business consolidation plan to face new and bigger challenges in the Islamic banking industry, facing the future.

Sekilas Tentang Aladin Bank
About Aladin Bank

Bidang Usaha:
Business fields:

Bank Umum Syariah
Sharia Bank

Fokus Bisnis:
Business Focus:

Layanan Perbankan Digital
Digital Banking Services

Segmen Usaha:
- Segmen Ritel
- Segmen *Unbanked* dan *Underbanked*
- Segmen UMKM

Business Segment:
- Retail segment
- Unbanked and Underbanked segment
- Micro & Small Medium Enterprise (MSME) segment

Total Aset:
Total Assets:

Rp2,17 triliun per 31 Desember 2021
IDR 2.17 trillion as of December 31, 2021

Jaringan Usaha:
Business Network:

Seluruh Indonesia
Throughout Indonesia

Pemegang Saham:
- PT Aladin Global Ventures (60,22%)
- Masyarakat (masing-masing di bawah 5%) (39,78%)

Shareholders:
- PT Aladin Global Ventures (60.22%)
- Public (under 5% each) (39.78%)

Daftar Isi
Table of Contents

2 Tentang Laporan Tahunan 2021
About Annual Report 2021

3 Sanggahan dan Batasan Tanggung Jawab
Disclaimer

4 Tema Sampul 2021
Cover Theme 2021

6 Kesinambungan Tema
Theme Continuity

7 Sekilas Tentang Aladin Bank
About Aladin Bank

8 Daftar Isi
Table of Contents

12 Pencapaian Tahun 2021
Achievements In 2021

IKHTISAR KINERJA
Performance Highlights

16 Ikhtisar Data Keuangan Penting
Financial Highlights

19 Ikhtisar Saham
Shares Highlights

21 Peristiwa Penting
Important Events

LAPORAN MANAJEMEN
Management Report

32 Laporan Dewan Komisaris
Board of Commissioners Report

48 Laporan Direksi
Board of Directors Report

64 Laporan Dewan Pengawas Syariah
Sharia Supervisory Board Report

PROFIL PERUSAHAAN
Company Profile

72 Informasi Umum dan Identitas Perusahaan
General Information and Company Identity

74 Riwayat Singkat Perusahaan
Brief History of Company

79 Bidang Usaha
Business Fields

82 Visi, Misi, Budaya, dan Nilai-nilai Perusahaan
Vision, Mission and Corporate Values

85 Makna Logo Perusahaan
Company Logo Meaning

85 Keanggotaan Dalam Asosiasi Atau Organisasi
Membership in Association or Organization

86 struktur organisasi
Organizational Structure

89 Profil Dewan Komisaris
Board of Commissioners' Profile

98 Profil Direksi
Board of Directors' Profile

115 Profil Dewan Pengawas Syariah
Sharia Supervisory Board Profile

118 Demografi Karyawan dan Pengembangan Kompetensi
Employee Demography and Competence Development

132 Komposisi Pemegang Saham
Main Shareholders and Controlling

136 Pemegang Saham Utama dan Pengendali
Group and Business Group Structure

136 Daftar Entitas Anak dan Entitas Asosiasi dan Ventura Bersama
List of Subsidiaries and Associate Entities and Joint Ventures

137 Kronologis Penerbitan dan/atau Pencatatan Saham
Chronology of Issuance and/or Listing of Share

138 Kronologis Penerbitan dan Pencatatan Efek Lainnya
Chronology of Issuance and Other Securities Listing

139 Lembaga dan Profesi Penunjang
Supporting Institutions and Professionals

140 Informasi Pada Situs Web Perusahaan
Information on The Company Website

142 Pendidikan dan/atau Pelatihan Dewan Komisaris, Direksi, Komite-Komite, Unit Audit Internal, dan Sekretaris Perusahaan
Education and/or Training of the Board of Commissioners, Board of Directors, Committees, Internal Audit Units, and Corporate Secretary

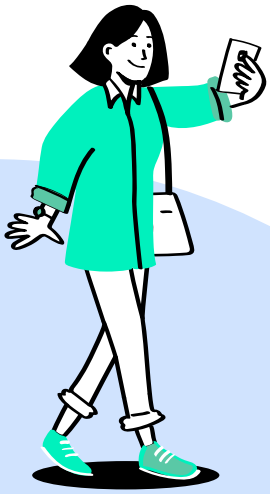
ANALISA DAN PEMBAHASAN MANAJEMEN
Management & Discussion Analysis

146 Tinjauan Umum
Overview

148 Kebijakan Strategis
Strategic Policy

152 Tinjauan Operasi Per Segmen Usaha
Overview of Operations Per Business Segment

155 Tinjauan keuangan
Overview of Financial



184 Tinjauan Keuangan Lainnya
Other Financial Overview

194 Tata Kelola Sumber Daya Insani
Commitments and Policies

207 Teknologi Informasi
Information Technology

TATA KELOLA PERUSAHAAN
Corporate Governance

216 Prinsip Umum Tata Kelola Perusahaan
General Principles of Corporate Governance

220 Penerapan Corporate Governance Secara Berkelanjutan
Sustainable Application of Corporate Governance

225 Struktur dan Mekanisme Tata Kelola Perusahaan yang Baik
Structure And Mechanism of Good Corporate Governance

230 Struktur dan Organ Tata Kelola Bank
Bank Governance Structure and Organs

238 Dewan Komisaris
Board of Commissioners

246 Komisaris Independen
Independent Commissioner

247 Dewan Pengawas Syariah
Sharia Supervisory Board

252 Direksi
Board of Directors

259 Transparansi Informasi Terkait Dewan Komisaris dan Direksi
Transparency of Information Related to the Board of Commissioners and Board of Directors

275 Organ Pendukung Dewan Komisaris
Supporting Organs of The Board of Commissioners

296 Komite-Komite di Bawah Direksi
Committees Under the Board of Directors

311 Sekretaris Perusahaan
Company Secretary

315 Satuan Kerja Audit Internal
Internal Audit Work Unit

322 Akuntan Publik
Public Accountant

324 Sistem Pengendalian Internal
Internal Control System

327 Manajemen Risiko
Risk Management

336 Perkara Hukum
Lawsuit

336 Buy Back Shares dan/atau Buy Back Obligasi Bank
Buy Back Share and/or Buy Back Bank Bond

337 Program Kepemilikan Saham Karyawan dan/atau Manajemen
Employee and/or Management Share Ownership Program

337 Akses Informasi dan Data Perusahaan
Access To Company Information and Data

338 Kode Etik Bank
Bank Code of Conduct

339 Penanganan Benturan Kepentingan
Handling of Conflict of Interest

340 Penerapan Fungsi Kepatuhan
Implementation of the Compliance Function

343 Program Anti Pencucian Uang dan Pencegahan Pendanaan Terorisme (APU dan PPT)
Anti-Money Laundering and Prevention of Terrorism Financing (APU and PPT) Program

345 Kebijakan Anti Korupsi
Anti-Corruption Policy

345 Pendapatan Non Halal
Non-Halal Income

346 Sistem Pelaporan Pelanggaran
Violation Reporting System

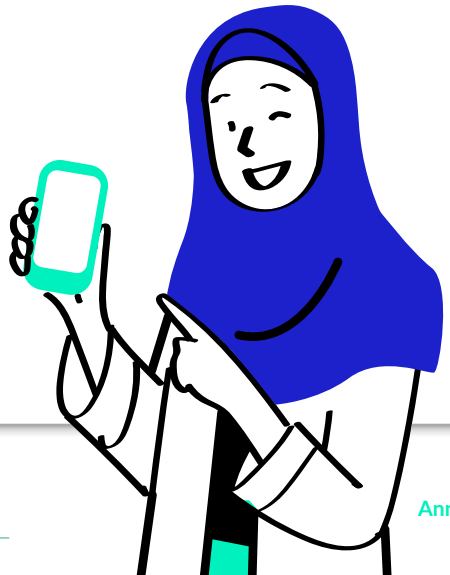
348 Pelaksanaan Penerapan Aspek dan Prinsip Tata Kelola Perusahaan Sesuai Ketentuan Otoritas Jasa Keuangan
Implementation of Corporate Governance Aspects and Principles in Accordance With the Provisions of The Financial Services Authority

TANGGUNG JAWAB SOSIAL DAN LINGKUNGAN
Social And Environmental Responsibility

354 Tanggung Jawab Sosial dan Lingkungan
Social and Environmental Responsibility

LAPORAN KEUANGAN KONSOLIDASI
Consolidated Financial Statement

358 Laporan Keuangan Konsolidasi
Consolidated Financial Statement

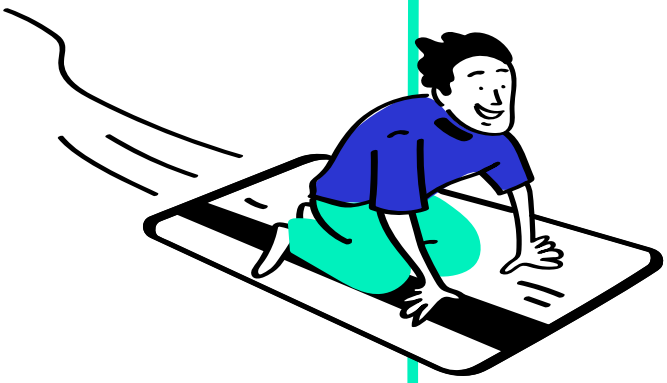


Jejak Langkah
Milestones

1994

Pada 16 September 1994, dibentuk *Joint Venture* antara PT Bank Nusa International (Indonesia, saham 21%), dan Malayan Banking Berhad (Malaysia, saham 79%) menjadi perusahaan dengan nama PT Bank Maybank Nusa International.

On September 16, 1994, a Joint Venture was formed between PT Bank Nusa International (Indonesia, 21 percent shares) and Malayan Banking Berhad (Malaysia, 79 percent shares) to become a company under the name PT Bank Maybank Nusa International.



2010

Perseroan kembali berganti nama dari Bank Maybank Indocorp menjadi Bank Maybank Syariah Indonesia. Pergantian nama dikarenakan pergantian bidang usaha dari bank umum konvensional menjadi bank umum syariah.

The company again changed its name from Bank Maybank Indocorp to Bank Maybank Syariah Indonesia. The name change was due to the change in the line of business from conventional commercial banks to Islamic commercial banks.

Perseroan berganti nama menjadi PT Bank Maybank Indocorp. Pergantian nama akibat beralihnya kepemilikan saham Bank Nusa Nasional kepada Badan Penyehatan Perbankan Nasional (BPPN), selanjutnya kepada Menteri Keuangan Republik Indonesia lewat PT Perusahaan Pengelola Aset (Persero).

The company changed its name to PT Bank Maybank Indocorp. The name change was due to the transfer of share ownership of Bank Nusa Nasional to the National Bank Restructuring Agency (IBRA), then to the Minister of Finance of the Republic of Indonesia through PT Perusahaan Pengelola Aset (Persero).

2000

2020

Pada 31 Januari 2020 berlangsung akuisisi PT NTI Global Indonesia (NTI) dan PT Berkah Anugerah Abadi (BAA).

- Data 21 Desember 2020, pemegang saham BNS adalah PT NTI Global Indonesia sebesar 70% dan PT Berkah Anugerah Abadi (BAA) 30%.
- Data 11 Januari 2021, terjadi perubahan pemegang saham. Saham BAA dijual kepada PT Alphaplus Adhigana Asia (AAA). Sehingga, pemegang saham BNS ialah Alphaplus 2,50%, NTI Global 97,50%.

On January 31, 2020, the acquisition of PT NTI Global Indonesia (NTI) and PT Berkah Anugerah Abadi (BAA).

- Data on December 21, 2020, BNS shareholders are PT NTI Global Indonesia at 70% and PT Berkah Anugerah Abadi (BAA) 30%.
- Data on January 11, 2021, there is a change in shareholders. BAA's shares were sold to PT Alphaplus Adhigana Asia (AAA). Thus, the shareholders of BNS are Alphaplus 2.50%, NTI Global 97.50%.

2019

Perseroan bertransformasi lagi menjadi PT Bank Net Indonesia Syariah (BNS) setelah terjadi pengambilalihan 100% saham Maybank Syariah Indonesia oleh PT NTI Global Indonesia (NTI) dan PT Berkah Anugerah Abadi (BAA). NTI membeli 661.548 saham BNS dengan porsi 70%, sementara BAA mencaplok 283.521 saham atau 30% saham BNS.

The company transformed again into PT Bank Net Indonesia Syariah (BNS) after the takeover of 100% of Maybank Syariah Indonesia shares by PT NTI Global Indonesia (NTI) and PT Berkah Anugerah Abadi (BAA). NTI bought 661,548 shares of BNS with a 70% portion, while BAA acquired 283,521 shares or 30% of BNS shares.

Aladin 2021

- Melakukan Penawaran Umum Perdana Saham atau *Initial Public Offering* (IPO) pada 1 Februari 2021 di Bursa Efek Indonesia (BEI) setelah memperoleh pernyataan efektif dari Otoritas Jasa Keuangan (OJK) pada 22 Januari 2021.
- Melakukan pergantian nama dari PT Bank Net Indonesia Syariah Tbk menjadi PT Bank Aladin Syariah Tbk dan telah mendapat persetujuan dari Otoritas Jasa Keuangan (OJK) pada 3 Juni 2021.
- Melakukan transformasi *core bussiness* dari yang sebelumnya berfokus pada segmen *corporate banking* menjadi bank yang mengedepankan layanan digital yang berfokus pada segmen ritel.
- Melakukan Kerja sama dengan Alfamart dan BPKH untuk memperluas ekosistem Aladin Bank.
- Conducted an Initial Public Offering (IPO) on February 1, 2021 on the Indonesia Stock Exchange (IDX) after obtaining an effective statement from the Financial Services Authority (OJK) on January 22, 2021.
- Changed its name from PT Bank Net Indonesia Syariah Tbk to PT Bank Aladin Syariah Tbk and received approval from the Financial Services Authority (OJK) on 3 June 2021.
- Transforming core business from previously focused on the corporate banking segment to a bank that prioritizes digital services that focus on the retail segment.
- Collaborating with Alfamart and Memorandum of Understanding signing with BPKH to expand the Aladin Bank ecosystem

Pencapaian Tahun 2021
Achievements in 2021

15,46%

Total Pendapatan Bank sebagai Mudharib
Total Bank Income as Mudarib

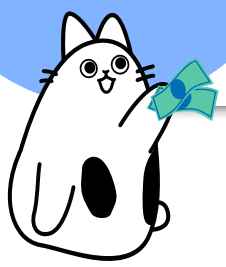
Total Pendapatan Bank sebagai Mudharib meningkat 15,46% dari Rp31,28 miliar di tahun 2020 menjadi Rp36,11 miliar di tahun 2021.
The Bank's total revenue as Mudharib increased by 15.46% from Rp31.28 billion in 2020 to Rp36.11 billion in 2021.

201,24%

Total Aset
Total Assets

Total Aset Bank meningkat 201,24% dari Rp721,39 miliar di tahun 2020 menjadi Rp2,17 triliun di tahun 2021.
The Bank's total assets increased by 201.24% from Rp721.39 billion in 2020 to Rp2.17 trillion in 2021.

2.484,99%



Total Dana Syirkah Temporer
Total Temporary Syirkah Funds

Total Dana Syirkah Temporer meningkat 2.484,99% dari Rp40,16 miliar di tahun 2020 menjadi Rp1,04 triliun di tahun 2021.
Total Temporary Syirkah Funds increased by 2,484.99% from IDR 40.16 billion in 2020 to IDR 1.04 trillion in 2021.

63,16%

Total Ekuitas
Total Equity

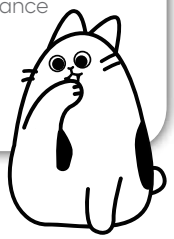
Total Ekuitas meningkat 63,16% dari Rp641,27 miliar di tahun 2020 menjadi Rp1,05 triliun di tahun 2021.
Total Equity increased 63.16% from Rp641.27 billion in 2020 to Rp1.05 trillion in 2021.

373,81%

Jumlah Karyawan
Number of Employees

Jumlah karyawan meningkat 373,81% dari 40 orang karyawan di tahun 2020 menjadi 199 orang karyawan di tahun 2021.
The number of employees increased by 373.81% from 40 employees in 2020 to 199 employees in 2021.

Di tahun 2021, Aladin Bank berhasil memperoleh persetujuan dari Bank Indonesia (BI) dan Otoritas Jasa Keuangan (OJK) untuk penerbitan kartu ATM, kartu debit, dan penyelenggaraan *mobile banking*.
In 2021, Aladin Bank succeeded in obtaining approval from Bank Indonesia (BI) and the Financial Services Authority (OJK) for the issuance of ATM cards, debit cards, and the operation of mobile banking.



Aladin

Ikhtisar Keuangan

Performance Highlights

Aladin
Tenang,
Aladin Bantuin
Download aplikasi Aladin sekarang di ponsel pintarmu!
GET IT ON
Google Play
Download on the
App Store
Tenang,
Aladin Bantuin

Ikhtisar Data Keuangan Penting
Financial Highlights

LAPORAN LABA (RUGI) DAN PENGHASILAN KOMPREHENSIF LAIN

PROFIT (LOSS) AND OTHER COMPREHENSIVE FINANCIAL STATEMENT

Dalam jutaan Rupiah, kecuali dinyatakan lain
In millions of Rupiah, unless otherwise stated

Uraian Description	2021	2020	2019	2018	2017	YoY 2020-2021 (%)
Pendapatan Pengelolaan Dana oleh Bank Sebagai *Mudharib* Fund Management Revenue by Banks as Mudharib						
Pendapatan dari Jual Beli Revenue from Buying and Selling	3	86	3.958	26.832	51.616	-96,51%
Pendapatan Bagi Hasil *Musyarakah* *Musyarakah* Revenue Sharing	-	-	-	3.452	14.791	-
Pendapatan Bagi Hasil *Mudharabah* *Mudharabah* Revenue Sharing	-	-	-	72	1.006	-
Pendapatan Usaha Utama Lainnya Other Main Operating Revenue	36.108	31.191	47.513	31.089	36.861	15,76%
Total Pendapatan Bank sebagai *Mudharib* Total Bank Revenue as *Mudarib*	36.111	31.277	51.471	61.445	104.274	15,46%
Hak Pihak Ketiga atas Bagi Hasil Dana *Syirkah* Temporer Third Party Rights on Profit Sharing of Temporary *Syirkah* Funds	(403)	(158)	-	(4.375)	(14.988)	155,06%
Hak Bagi Hasil Milik Bank Profit Sharing Rights Owned by the Bank	35.708	31.119	51.471	57.070	89.286	14,75%
Pendapatan Operasional Lainnya Other Operating Revenue	(2.284)	65.726	4.899	6.351	4.060	-103,48%
Beban Operasional Operating Expenses	(156.319)	(54.374)	(47.814)	(151.686)	(94.413)	187,49%
Laba (Rugi) Operasional Operating Profit (Loss)	(122.895)	42.471	8.556	(88.265)	100.347	-389,36%
Pendapatan (Beban) Non-Operasional – Neto Non-Operating Revenue (Expense) - Net	1.620	2.397	68.418	24.047	(28.854)	-32,42%
Laba (Rugi) Sebelum Pajak Profit (Loss) Before Tax	(121.275)	44.868	76.974	(64.218)	71.493	-370,29%
Laba (Rugi) Bersih Tahun Berjalan Net Profit (Loss) for the Year	(121.275)	44.868	77.304	(64.720)	(9.785)	-370,29%
Penghasilan (Rugi) Komprehensif Lain Other Comprehensive Revenue (Loss)	7.946	(2.217)	(11.850)	11.333	1.324	-458%
Total Laba (Rugi) Komprehensif Tahun Berjalan Total Comprehensive Profit (Loss) for the Year	(113.329)	42.651	65.454	(53.387)	(8.461)	-365,71%
Laba (Rugi) per Saham Dasar (Rupiah Penuh) Basic Profit (Loss) per Share (Full Rupiah)	(9)	5	69.259	(56.490)	(8.953)	-280,00%

Ket: Hingga 31 Desember 2021, PT Bank Aladin Syariah Tbk tidak memiliki entitas anak, dengan demikian Laporan Keuangan Bank tidak menyajikan Laba (Rugi) Bersih Tahun Berjalan serta Jumlah Laba (Rugi) Komprehensif Tahun Berjalan yang diatribusikan baik kepada pemilik entitas induk maupun kepentingan non-pengendali.

Note: As of December 31, 2021, PT Bank Aladin Syariah Tbk does not have a subsidiary, thus the Bank's Financial Statements do not present Net Profit (Loss) for the Year and Total Comprehensive Profit (Loss) for the Year attributable to both owners of the parent entity and non-controlling interest.

LAPORAN POSISI KEUANGAN

FINANCIAL POSITION STATEMENT

Dalam jutaan Rupiah, kecuali dinyatakan lain
In millions of Rupiah, unless otherwise stated

Uraian Description	2021	2020	2019	2018	2017	YoY 2020-2021 (%)
Total Aset Total Assets	2.173.162	721.397	715.623	661.912	1.275.648	201,24%
Piutang Murabahah Murabahah Receivables	-	52	5.066	72.237	485.242	-100%
Aktiva Ijarah Ijarah Assets	-	-	-	-	-	-
Investasi pada Surat Berharga (Bersih) Investment in Securities (Net)	898.024	608.728	547.398	172.698	211.844	47,52%
Penempatan pada Bank Indonesia dan Bank Lain Placements with Bank Indonesia and Other Banks	1.139.500	49.100	104.200	365.100	244.200	2.220,77%
Simpanan dari Nasabah Deposits from Customers	-	5	1	17	274.805	-100%
Simpanan dari Bank Lain Deposits from Other Banks	-	4	-	-	56.629	-100%
Total Liabilitas Total Liability	88.651	39.961	119.906	131.649	405.293	121,84%
Total Dana Syirkah Temporer Total Temporary Syirkah Funds	1.038.184	40.162	-	-	286.705	2.484,99%
Total Ekuitas Total Equity	1.046.327	641.274	595.717	530.263	583.650	63,16%

LAPORAN ARUS KAS

Dalam jutaan Rupiah, kecuali dinyatakan lain
In millions of Rupiah, unless otherwise stated

Uraian Description	2021	2020	2019	2018	2017	YoY 2020-2021 (%)
Arus Kas dari Aktivitas Operasi Cash Flow from Operating Activities	898.170	7.769	114.037	(283.631)	163.210	11.460,95%
Arus Kas dari Aktivitas Investasi Cash Flow from Investing Activities	(304.857)	(74.047)	(374.690)	376.676	(203.282)	311,71%
Arus Kas dari Aktivitas Pendanaan Cash Flow from Funding Activities	509.689	-	-	-	-	100,00%
Kenaikan (Penurunan) Neto Kas dan Setara Kas Net Increase (Decrease) in Cash and Cash Equivalents	1.103.002	(66.064)	(260.328)	93.057	(39.929)	-1.769,60%
Kas dan Setara Kas pada Awal Tahun Cash and Cash Equivalents at the Beginning of the Year	55.483	121.547	381.875	288.818	328.747	-54,35%
Pengaruh Perubahan Kurs Mata Uang pada Kas dan Setara Kas Effect of Changes in Currency Exchange Rates on Cash and Cash Equivalents	38	214	325	12	143	-82,24%
Kas dan Setara Kas pada Akhir Tahun Cash and Cash Equivalents at the End of the Year	1.158.523	55.483	121.547	381.875	288.818	1.988,07%

RASIO-RASIO KEUANGAN PENTING

Dalam %
in %

Uraian Description	2021	2020	2019	2018	2017	Perubahan 2020-2021
Rasio Kinerja Performance Ratio						
Kewajiban Penyediaan Modal Minimum (KPMM) Minimum Capital Adequacy Requirement (KPMM)	390,50	329,09	241,84	163,07	75,83	18,66
Aset Produktif dan Aset Non Produktif Bermasalah terhadap Total Aset Produktif dan Aset Non Produktif Earning Assets and Non-Earning Non-Earning Assets to Total Earning Assets and Non-Earning Assets	-	-	-	-	-	-
Aset Produktif Bermasalah terhadap Total Aset Produktif Non-performing Earning Assets to Total Earning Assets	-	-	-	-	-	-
CKPN Aset Keuangan terhadap Aset Produktif CKPN Financial Assets against Earning Assets	0,00	0,01	0,15	-	-	100
NPF *Gross*	0,00	0,00	0,00	0,00	0,00	0,00
NPF *Net*	0,00	0,00	0,00	0,00	0,00	0,00
Return on Assets (ROA)	(8,81)	6,19	11,15	-6,86	5,50	-242,33
Return on Equity (ROE)	(10,10)	7,07	13,78	-11,28	-1,78	-242,86
Net Imbalan (NI) Net Rewards (NI)	2,96	4,69	9,94	18,28	8,79	-36,89
Net Operating Margin (NOM)	(9,93)	6,30	0,80	-37,74	-26,47	-257,62
Biaya Operasional terhadap Pendapatan Operasional (BOPO) Operating Costs to Operating Revenue (BOPO)	428,4	56,16	84,70	199,97	160,28	662,82
Pembiayaan Bagi Hasil terhadap Total Pembiayaan Profit Sharing Financing to Total Financing	0,00	0,00	0,00	0,00	7,83	0,00
Financing to Deposit Ratio (FDR)	0,00	0,13	506.600,00	424.923,53	85,94	100
Cost to Revenue Ratio (CIR)	411,22	51,64	89,19	-	-	696,32
Rasio Liabilitas terhadap Ekuitas Liability to Equity Ratio	107,69	6,23	20,13	24,83	69,44	1.628,57
Rasio Liabilitas terhadap Jumlah Aset Ratio of Liabilities to Total Assets	51,85	5,54	16,76	19,89	31,77	835,92
Rasio Kepatuhan Compliance Ratio						
Persentase Pelanggaran Batas Maksimum Penyediaan Dana (BMPD) Percentage of Violations of the Maximum Limit for Provision of Funds (BMPD)						
Pihak Terkait Related parties	0,00	0,00	0,00	0,00	0,00	0,00
Pihak Tidak Terkait Unrelated Parties	0,00	0,00	0,00	0,00	0,00	0,00
Persentase Pelampauan Batas Maksimum Penyediaan Dana (BMPD) Percentage of Exceeding the Maximum Limit for Provision of Funds (BMPD)						
Pihak Terkait Related parties	0,00	0,00	0,00	0,00	0,00	0,00
Pihak Tidak Terkait Unrelated Parties	0,00	0,00	0,00	0,00	27,83	0,00
Giro Wajib Minimum Statutory Reserve Requirement						
GWM Rupiah Rupiah Statutory Reserve	17,73	4,38	14,68	6,77	6,72	304,79
GWM Valuta Asing Foreign Exchange Statutory Reserve	157,73	157,98	1,14	1,11	2,86	-0,16
Posisi Devisa Neto Secara Keseluruhan Overall Net Open Position	0,21	0,75	8,51	9,97	1,30	-72

Ikhtisar Saham
Shares Highlights

INFORMASI PENAWARAN UMUM PERDANA SAHAM DAN KOMPOSISI PEMEGANG SAHAM

Pada tanggal 22 Januari 2021, PT Bank Aladin Syariah Tbk memperoleh pernyataan efektif dari Otoritas Jasa Keuangan (OJK) dengan suratnya No. S-8/D.04/2021 untuk melakukan penawaran umum perdana 5.000.000.000 saham dengan nilai nominal Rp100 (nilai penuh) per saham kepada masyarakat dengan harga penawaran sebesar Rp103 (nilai penuh) per saham. Pada tanggal 1 Februari 2021, saham tersebut telah dicatatkan pada Bursa Efek Indonesia (BEI) dengan kode saham BANK.

Komposisi pemegang saham PT Bank Aladin Syariah Tbk per 31 Desember 2021 adalah PT Aladin Global Ventures (dahulu PT NTI Global Indonesia) dengan persentase kepemilikan sebesar 60,22% dan siasanya dimiliki oleh masyarakat dengan kepemilikan sebesar 39,78%.

INFORMASI KINERJA SAHAM

Kode Saham: BANK
Bursa Perdagangan Saham: Bursa Efek Indonesia

INFORMATION ON INITIAL PUBLIC OFFERING AND COMPOSITION OF SHAREHOLDERS

On January 22, 2021, PT Bank Aladin Syariah Tbk obtained an effective statement from the Financial Services Authority (OJK) with its letter No. S-8/D.04/2021 to conduct an initial public offering of 5,000,000,000 shares with a par value of Rp100 (full value) per share to the public at an offering price of Rp103 (full value) per share. On February 1, 2021, the shares were listed on the Indonesia Stock Exchange (IDX) with the stock code BANK.

The composition of shareholders of PT Bank Aladin Syariah Tbk as of December 31, 2021 is PT Aladin Global Ventures (formerly PT NTI Global Indonesia) with an ownership percentage of 60.22% and the rest is owned by the public with an ownership of 39.78%.

SHARE PERFORMANCE INFORMATION

Stock Code: BANK
Stock Trading Exchange: Indonesia Stock Exchange

No	Bulan Month:	Kurs (Rg)			Peredaran Saham Di Pasar Reguler Share Circulation In The Regular Market			Jumlah Saham Tercatat Total Listed Share	Kapitalisasi Pasar Capitalization Market
		TTG	TRD	Akhir End	Volume	Nilai Value	Frek.		
		(Rp)	(Rp)	(Rp)	(Unit)	(Rp)	(X)		
1	Februari February	2.580	139	2.040	1.656.370.900	2.254.326.303.400	345.269	13.061.141.834	26.644.729.341.360
2	Maret March	2.650	1.770	2.650	1.161.586.800	2.495.745.475.000	286.369	13.061.141.834	34.612.025.860.100
3	April April	3.900	2.470	3.420	1.017.137.700	3.380.838.590.000	271.370	13.061.141.834	44.669.105.072.280
4	Mei May	3.500	2.910	3.180	619.163.500	2.008.661.187.000	83.816	13.061.141.834	41.534.431.032.120
5	Juni June	3.520	2.810	3.210	1.146.357.300	3.558.360.208.000	177.991	13.061.141.834	41.926.265.287.140
6	Juli July	3.720	3.070	3.360	994.857.400	3.352.270.892.000	195.948	13.061.141.834	43.885.436.562.240
7	Agustus August	3.980	3.300	3.350	1.109.670.800	4.023.046.410.000	233.281	13.087.224.852	43.842.203.254.200
8	September September	3.360	2.900	2.950	621.480.900	1.937.893.242.000	117.517	13.109.175.408	38.672.067.453.600
9	Oktober October	3.100	2.200	2.500	498.798.200	1.297.449.763.000	96.569	13.241.274.912	33.103.187.280.000
10	November November	2.900	2.280	2.800	838.549.700	2.253.694.104.000	137.377	13.109.547.682	36.706.733.509.600
11	Desember December	2.840	2.260	2.290	547.873.500	1.359.902.243.000	80.913	13.133.825.946	30.076.461.416.340
	Kurs Akhir Final Rate	3.980	139	2.290					
Jumlah Total					**10.211.846.700**	**27.922.188.417.400**	**2.026.420**		

AKSI KORPORASI

Pada tanggal 22 Januari 2021, yakni bersamaan dengan penawaran umum perdana saham, PT Bank Aladin Syariah Tbk menerbitkan sebanyak 2.800.000.000 Waran Seri I yang melekat pada saham yang dikeluarkan dan diberikan secara cuma-cuma sebagai insentif bagi pemegang saham dengan harga pelaksanaan waran Rp110 yang mulai berlaku mulai tanggal 2 Agustus 2021 sampai dengan 30 Januari 2026. Sehingga total dana yang diperoleh dari hasil pelaksanaan Waran Seri I adalah sebanyak-banyaknya Rp308.000.000.000,-. Pemegang Waran Seri I tidak mempunyai hak sebagai pemegang saham termasuk hak atas dividen selama Waran Seri I tersebut belum dilaksanakan menjadi saham. Bila Waran Seri I tidak dilaksanakan sampai habis masa berlakunya, maka Waran Seri I tersebut menjadi kadaluarsa, tidak bernilai dan tidak berlaku. Masa berlaku Waran Seri I tidak dapat diperpanjang.

Sementara itu, berdasarkan Rapat Umum Pemegang Saham Luar Biasa (RUPSLB) yang diselenggarakan pada tanggal 28 Mei 2021, para Pemegang Saham telah menyetujui rencana Bank untuk melakukan Penambahan Modal dengan Hak Memesan Efek Terlebih Dahulu (PMHMETD) I atau *rights issue*. Bank menawarkan sebanyak-banyaknya 2.000.000.000 saham baru dengan nilai nominal Rp100 (seratus Rupiah) per saham atau sebesar 13,12% dari modal ditempatkan dan disetor penuh Bank setelah PMHMETD I. Seluruh dana yang diperoleh Bank dari hasil PMHMETD I ini setelah dikurangi dengan biaya Penawaran Umum, akan digunakan untuk memperkuat struktur permodalan Bank dan seluruhnya akan digunakan untuk peningkatan Aset Produktif dalam rangka pengembangan usaha Bank.

CORPORATE ACTION

On January 22, 2021, together with with the initial public offering, PT Bank Aladin Syariah Tbk issued a total of 2,800,000,000 Series I Warrants attached to the issued shares and given free of charge as an incentive for shareholders with an exercise price of Rp110 warrants which effective from August 2, 2021 until January 30, 2026. So that the total funds obtained from the exercise of the Series I Warrants are a maximum of Rp308,000,000,000.-. Holders of Series I Warrants do not have rights as shareholders including rights to dividends as long as the Series I Warrants have not been exercised into shares. If the Series I Warrants are not exercised until their validity period expires, then the Series I Warrants become expired, have no value and are not valid. The validity period of Series I Warrants cannot be extended.

Meanwhile, based on the Extraordinary General Meeting of Shareholders (EGMS) held on May 28, 2021, the Shareholders have approved the Bank's plan to conduct Capital Increase with Pre-emptive Rights (PMHMETD) I or rights issue. The Bank offers a maximum of 2,000,000,000 new shares with a nominal value of Rp 100 (one hundred Rupiah) per share or 13.12% of the Bank's issued and fully paid capital after PMHMETD I. All funds obtained by the Bank from the proceeds of PMHMETD I after deducting by Public Offering costs, will be used to strengthen the Bank's capital structure and entirely will be used to increase Earning Assets in the context of developing the Bank's business.

DIVIDEN SAHAM

Berdasarkan keputusan Rapat Umum Pemegang Saham (RUPS), Bank tidak melakukan pembagian dividen saham untuk tahun buku 2019, 2020, dan 2021 menjadikan seluruh porsi laba bersih menjadi laba ditahan yang digunakan untuk modal kerja.

SHARE DIVIDEND

Based on the decision of the General Meeting of Shareholders (GMS), the Bank will not distribute stock dividends for the fiscal years 2019, 2020, and 2021 and will convert the entire portion of net profit into retained earnings which will be used for working capital.

PENGHENTIAN SEMENTARA PERDAGANGAN SAHAM (*SUSPENSION*) DAN/ATAU PENGHAPUSAN PENCATATAN SAHAM (*DELISTING*)

Hingga 31 Desember 2021, Bank pernah mendapatkan suspensi dari Bursa Efek Indonesia (BEI) pada periode 16 Maret sampai dengan 5 April 2021 yang disebabkan oleh peningkatan harga kumulatif yang signifikan pada saham Aladin Bank.

TEMPORARY SUSPENSION OF STOCK TRADING (SUSPENSION) AND/OR DELISTING OF SHARES

Until December 31, 2021, the Bank had received a suspension from the Indonesia Stock Exchange (IDX) for the period March 16 to April 5, 2021 due to significant cumulative price increase in Aladin Bank's shares.

Peristiwa Penting
Important Events

1 Februari 2021
February 1, 2021

Listing di Bursa Efek Indonesia
Listing on the Indonesia Stock Exchange

Bank resmi mencatatkan sahamnya di Bursa Efek Indonesia (BEI), setelah melakukan Penawaran Umum Perdana (*Initial Public Offering*/IPO) pada 1 Februari 2021

The bank officially listed its shares on the Indonesia Stock Exchange (IDX), after conducting an Initial Public Offering (IPO) on February 1, 2021

7 April 2021
April 7, 2021

Penyelenggaraan Rapat Umum Pemegang Saham Luar Biasa
Organizing the Extraordinary General Meeting of Shareholders

Pada 7 April 2021, Bank menyelenggarakan Rapat Umum Pemegang Saham Luar Biasa (RUPSLB) dengan agenda:
1. Persetujuan perubahan nama Bank;
2. Persetujuan perubahan susunan pengurus Bank;
3. Persetujuan penambahan modal dengan cara menerbitkan saham baru dengan memberikan Hak Memesan Efek Terlebih Dahulu.

On April 7, 2021, the Bank held an Extraordinary General Meeting of Shareholders (EGMS) with the following agenda:
1. Approval of the change in the name of the Bank;
2. Approval of changes in the composition of the Bank's management;
3. Approval for additional capital by issuing new shares by granting Pre-emptive Rights.

Penyelenggaraan Rapat Umum Pemegang Saham Luar Biasa

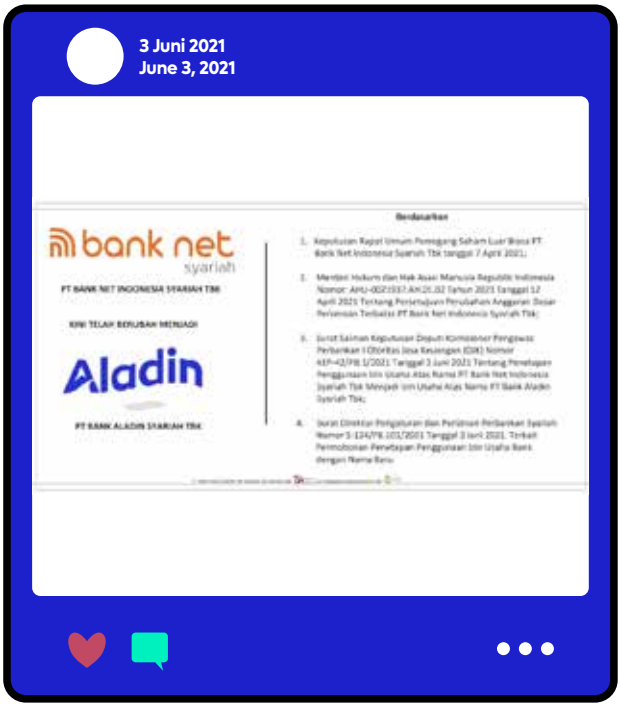
Organizing the Extraordinary General Meeting of Shareholders

Pada 28 Mei 2021, Bank menyelenggarakan Rapat Umum Pemegang Saham Luar Biasa (RUPSLB) dengan agenda:

- Persetujuan penambahan modal dengan cara menerbitkan saham baru dengan memberikan Hak Memesan Efek Terlebih Dahulu.

On May 28, 2021, the Bank held an Extraordinary General Meeting of Shareholders (EGMS) with the following agenda:

- Approval for additional capital by issuing new shares by granting Pre-emptive Rights.



Pergantian Nama Bank

Bank Name Change

Bank melakukan pergantian nama dari PT Bank Net Syariah Tbk menjadi PT Bank Aladin Syariah Tbk pada 3 Juni 2021.

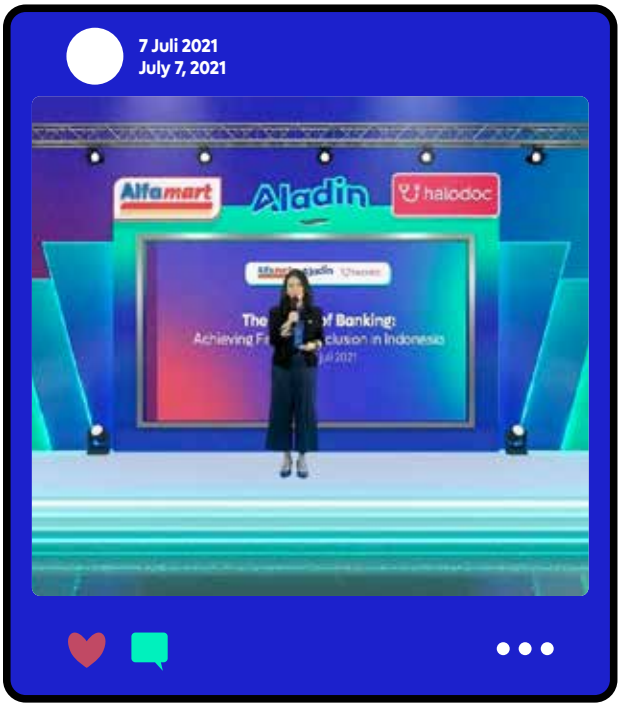
The Bank changed its name from PT Bank Net Syariah Tbk to PT Bank Aladin Syariah Tbk on June 3, 2021.

Bank Raih Penghargaan Peringkat Ketiga Bank Umum Syariah Terbaik (BUKU 1) dari Infobank 10th Digital Brand Awards

Awarded the Third Best Islamic Commercial Bank (BOOK 1) at the Infobank 10th Digital Brand Awards

Bank berhasil memperoleh penghargaan Peringkat Ketiga Bank Umum Syariah Terbaik (BUKU 1) pada ajang penghargaan Infobank 10th Digital Brand Awards, yang diselenggarakan pada 3 Juni 2021.

The Bank was awarded the Third Best Islamic Commercial Bank (BOOK 1) at the Infobank 10th Digital Brand Awards, which was held on 3 June 2021.

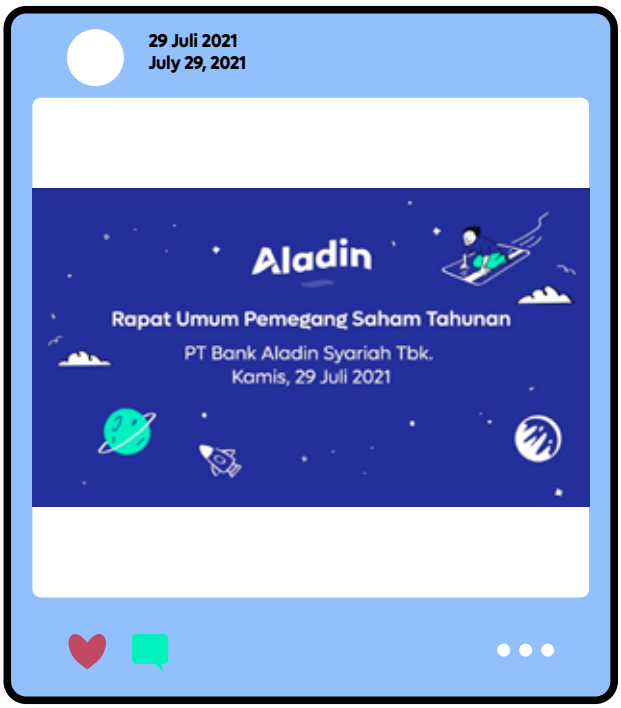


Penandatanganan Kerja Sama Aladin Bank dengan Alfamart dan Halodoc

Aladin Bank Signing Ceremony with Alfamart and Halodoc

Pada 7 Juli 2021, telah dilakukan Penandatanganan Kerja Sama Aladin Bank dengan Alfamart dan Halodoc. Acara ini turut dihadiri oleh Wakil Presiden Republik Indonesia K.H. Ma'ruf Amin sebagai *keynote speaker*.

On July 7, 2021, the signing of the Aladin Bank Cooperation with Alfamart and Halodoc. This event was also attended by the Vice President of the Republic of Indonesia K.H. Ma'ruf Amin as keynote speaker.



Penyelenggaraan Rapat Umum Pemegang Saham Tahunan
Organizing the Annual General Meeting of Shareholders

Pada 29 Juli 2021, Bank menyelenggarakan Rapat Umum Pemegang Saham Tahunan (RUPST) dengan agenda:

1. Persetujuan Laporan Tahunan, Pengesahan Laporan Keuangan, dan Pengesahan Laporan Tugas Pengawasan Dewan Komisaris Perseroan untuk Tahun Buku yang berakhir pada tanggal 31 Desember 2020 sekaligus pemberian pelunasan dan pembebasan tanggung jawab sepenuhnya (*"volledig acquit et de charge"*) kepada Anggota Direksi atas tindakan pengurusan Perseroan dan Anggota Dewan Komisaris atas tindakan pengawasan Perseroan yang telah dijalankan selama tahun buku 2020;
2. Penetapan penggunaan Laba Bersih Perseroan untuk Tahun Buku yang berakhir pada tanggal 31 Desember 2020;
3. Penunjukan Kantor Akuntan Publik untuk melakukan Audit Laporan Keuangan Perseroan untuk Tahun Buku yang akan berakhir pada tanggal 31 Desember 2021;
4. Penetapan paket remunerasi berikut tunjangan, bonus dan fasilitas yang diberikan kepada Dewan Komisaris, Direksi, dan Dewan Pengawas Syariah Perseroan untuk tahun buku yang berakhir pada tanggal 31 Desember 2021;
5. Pelaporan realisasi penggunaan Dana hasil Penawaran Umum;
6. Perubahan Alamat Perseroan;
7. Perubahan Susunan Pengurus Perseroan.

AGMS July 29, 2021 with the following agenda:

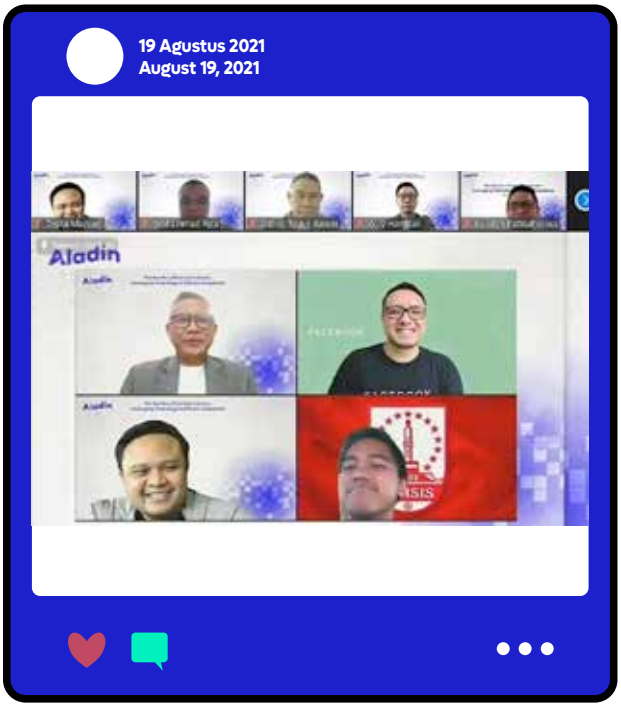
1. Approval of the Annual Report, Ratification of Financial Statements, and Ratification of the Supervisory Report of the Company's Board of Commissioners for the Financial Year ending on 31 December 2020 as well as granting full settlement and release of responsibility ("volledig acquit et de charge") to Members of the Board of Directors for their actions management of the Company and Members of the Board of Commissioners for the Company's supervisory actions that have been carried out during the 2020 financial year;
2. Determination of the use of the Company's Net Profit for the Financial Year ending on December 31, 2020;
3. Appointment of a Public Accounting Firm to audit the Company's Financial Statements for the Financial Year ending on 31 December 2021;
4. Determination of the remuneration package including allowances, bonuses and facilities provided to the Board of Commissioners, Board of Directors and Sharia Supervisory Board of the Company for the financial year ending on December 31, 2021;
5. Reporting on the realization of the use of the proceeds from the Public Offering;
6. Change of Company Address;
7. Changes in the Composition of the Company's Management.

Pembukaan Sentra Vaksin Aladin Bank di 3 Lokasi yaitu di Alam Sutera (Tangerang Kota), Balaraja (Kabupaten Tangerang) dan Depok

Aladin Bank Vaccine Center Opening in 3 Locations in Alam Sutera (Tangerang City), Balaraja (Tangerang Regency) and Depok

Aladin Bank bersama Alfamart, Halodoc, Otoritas Jasa Keuangan, dan Bank Indonesia membuka Sentra Vaksin Aladin Bank di 3 lokasi pada 12 Agustus 2021, sebagai bentuk kontribusi Bank dalam penanganan COVID-19.

Aladin Bank together with Alfamart, Halodoc, the Financial Services Authority, and Bank Indonesia opened Aladin Bank Vaccine Centers in 3 Locations ON August 12, 2021, as a form of the Bank's contribution in handling COVID-19.

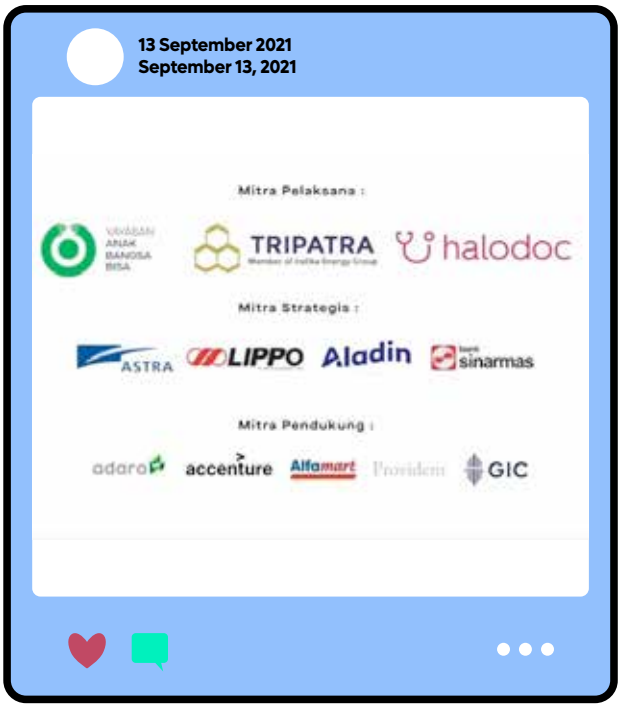


Aladin Bank bersama Facebook bantu UMKM Tingkatkan Literasi Keuangan

Aladin Bank and Facebook help MSMEs to Improve Financial Literacy

Dalam rangka membantu Pemerintah untuk meningkatkan literasi keuangan, Aladin Bank bersama Facebook melakukan Kerja Sama untuk membantu para pelaku Usaha Mikro Kecil dan Menengah (UMKM) tingkatkan literasi keuangan.

In order to help the Government to improve financial literacy, Aladin Bank and Facebook collaborated to help Micro, Small and Medium Enterprises (MSMEs) improve financial literacy.

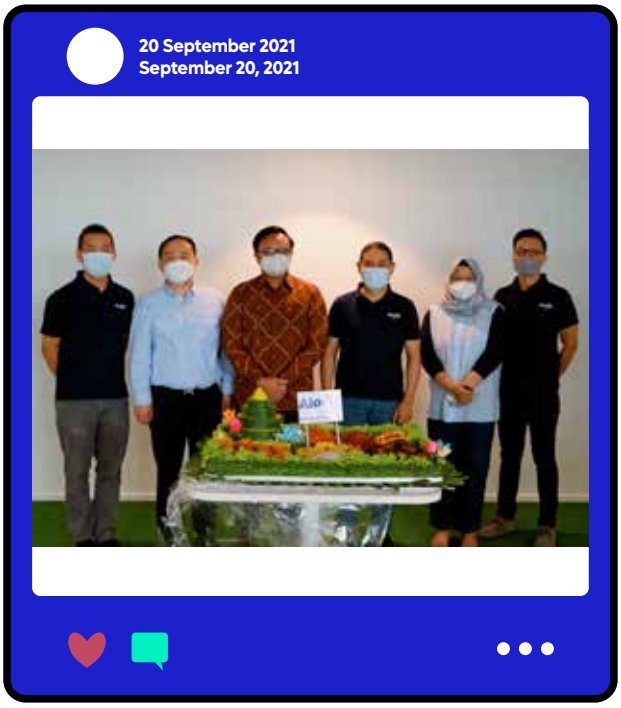


Aladin Bank Dukung Pembangunan Rumah Oksigen Gotong Royong

Aladin Bank Supports the Construction of an Oxygen House Together

Pada 13 September 2021, Aladin Bank berkontribusi dalam pembangunan Rumah Oksigen Gotong Royong yang dibangun untuk mempermudah akses oksigen dan isolasi mandiri bagi penderita COVID-19.

On September 13, 2021, Aladin Bank contributed to the construction of the Gotong Royong Oxygen House which was built to facilitate access to oxygen and self isolation for COVID-19 sufferers.



Peresmian dan Syukuran Ruang Kerja Baru Aladin Bank

Inauguration and celebration of the new workspace of Aladin Bank

Pada 20 September 2021, telah dilakukan peresmian dan syukuran ruang kerja baru Aladin Bank di Lantai 9 Gedung Millenium Centennial Center - Jakarta. Diharapkan, dengan ruang kerja baru dapat menambah semangat kerja karyawan serta membawa berkah.

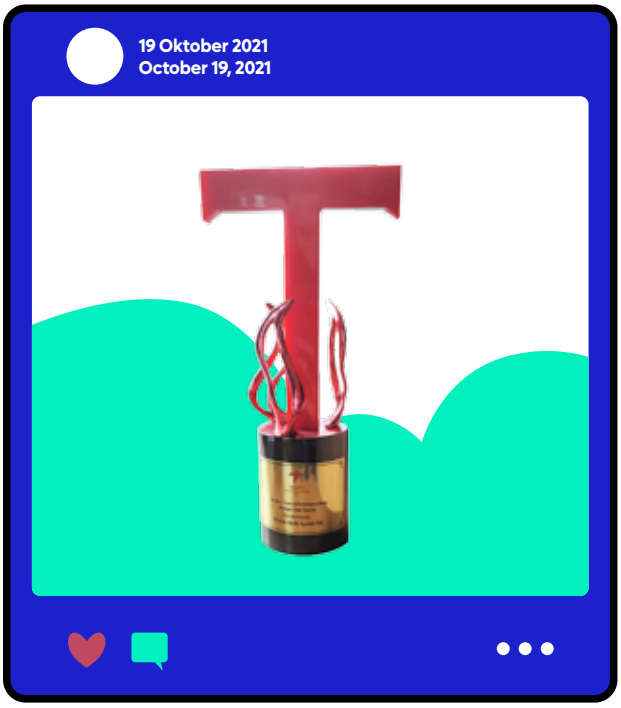
On September 20, 2021, there was an inauguration and celebration of Aladin Bank's new workspace on the 9th Floor at Millenium Centennial Center Office Tower - Jakarta. It is hoped that the new workspace can increase employee morale and bring blessings.

Penandatanganan MoU antara Aladin Bank dengan BPKH

MoU Signing Ceremony between Aladin Bank and BPKH

Pada 10 Oktober 2021, telah dilakukan penandatanganan *Memorandum of Understanding* (MoU) antara Aladin Bank dengan Badan Pengelola Keuangan Haji (BPKH) di Bidakara Hotel, Jakarta, dalam rangka mendorong digitalisasi untuk meningkatkan pelayanan jemaah Haji.

On October 10, 2021, a Memorandum of Understanding (MoU) was signed between Aladin Bank and the Hajj Financial Management Agency (BPKH) at the Bidakara Hotel, Jakarta, in order to encourage digitalization to improve services for Hajj pilgrims.



Aladin Bank Raih Penghargaan *The Best Financial Performance* dari Majalah Tempo

Aladin Bank Won The Best Financial Performance from Tempo Magazine

Aladin Bank berhasil meraih penghargaan The *Best Financial Performance* dalam ajang Tempo Financial Award 2021, yang diselenggarakan di Jakarta pada 19 Oktober 2021.

Aladin Bank won The Best Financial Performance award at the Tempo Financial Award 2021, which which was held in Jakarta on October 19, 2021.

Aladin Bank Raih Penghargaan *The Most Promising Islamic Digital Bank* dari CNBC Indonesia

Aladin Bank Won The Most Promising Islamic Digital Bank Award From CNBC Indonesia

Aladin Bank berhasil meraih penghargaan *The Most Promising Islamic Digital Bank* dalam ajang CNBC Indonesia Award 2021, yang diselenggarakan di Jakarta pada 21 Oktober 2021.

Aladin Bank won the Most Promising Islamic Digital Bank award at the CNBC Indonesia Award 2021, which was held in Jakarta on October 21, 2021.

Disclosure Rating Awareness 2021

Disclosure Rating Awareness 2021

Aladin Bank mendapatkan *Disclosure Rating Awareness* dalam ajang ESG Awards 2021 yang diadakan oleh Majalah Investor-Berita Satu Media *Holding* yang berkolaborasi dengan Bumi Global Karbon Foundation (BGKF) pada Rabu, 27 Oktober 2021.

Aladin Bank obtained Disclosure Rating Awareness Award at the 2021 ESG Awards initiated by Majalah Investor-Berita Satu Media Holding in collaboration with the Bumi Global Karbon Foundation (BGKF) on Wednesday, October 27, 2021.

Aladin

Laporan Manajemen

Management Report

Laporan Dewan Komisaris
Board of Commissioners' Report

Ationo Teguh Basuki
Komisaris
Commissioner

Fransisca Ekawati
Komisaris Independen
Independent Commissioner

Assalamu'alaikum warahmatullahi wabarakatuh

Pemegang Saham dan Pemangku Kepentingan yang kami hormati,
Dear Shareholders and Stakeholders,

Dengan memanjatkan puji dan syukur ke hadirat Allah Subhanahu wa Ta'ala, izinkan saya mewakili segenap jajaran Dewan Komisaris menyampaikan Laporan Dewan Komisaris dalam menjalankan fungsi pengawasan dan pemberian nasihat atas jalannya kepengurusan PT Bank Aladin Syariah Tbk di tahun 2021 sebagaimana tersaji dalam Laporan Tahunan tahun buku 2021 ini. Dalam menjalankan tugas pengawasan dan pemberian nasihat kepada Direksi, Dewan Komisaris menggunakan berbagai mekanisme, di antaranya melalui Rapat Gabungan serta pemberian persetujuan dan rekomendasi atas usulan Direksi, dengan senantiasa berpedoman kepada Anggaran Dasar Bank dan peraturan perundang-undangan yang berlaku berdasarkan prinsip-prinsip Tata Kelola Perusahaan yang Baik.

By expressing praise and gratitude to the presence of Allah Subhanahu wa Ta'ala, allow me on behalf of the entire Board of Commissioners to present the Board of Commissioners Report in carrying out the supervisory function and providing advice on the management of PT Bank Aladin Syariah Tbk in 2021 as presented in the Annual Report for the financial year this 2021. In carrying out its supervisory duties and providing advice to the Board of Directors, the Board of Commissioners uses various mechanisms, including through Joint Meetings and providing approval and recommendation on the proposals of the Board of Directors, always guided by the Bank's Articles of Association and applicable laws and regulations based on Good Corporate Governance principles.

PANDANGAN ATAS PERKEMBANGAN BANK DI TAHUN 2021

Dewan Komisaris menyadari bahwa kinerja Aladin Bank sangat dipengaruhi oleh kondisi perekonomian global maupun nasional, dimana meski seluruh negara di dunia termasuk Indonesia gencar menjalankan program pemulihan perekonomian akibat dampak dari penyebaran *Corona Virus Disease* 2019 atau COVID-19 di sepanjang tahun 2020, namun munculnya beberapa varian baru COVID-19 pada pertengahan tahun 2021, kembali memberikan dampak bagi laju perekonomian dan industri.

Pandemi COVID-19 yang berlanjut di tahun 2021 telah menciptakan kondisi *extraordinary* yang berdampak terhadap perekonomian dan seluruh sektor industri. Dampak pandemi COVID-19 menyebabkan beberapa lembaga dunia seperti World Bank, IMF, S&P, Fitch, melakukan revisi terhadap proyeksi pertumbuhan ekonomi. Penurunan perekonomian merupakan dampak dari ketidakseimbangan *demand* dan *supply* perekonomian akibat kebijakan *lockdown* di berbagai wilayah di dunia termasuk Indonesia.

VIEWS ON BANK DEVELOPMENT IN 2021

The Board of Commissioners realizes that Aladin Bank's performance is strongly influenced by global and national economic conditions, where although all countries in the world including Indonesia are intensively carrying out economic recovery programs due to the impact of the spread of Corona Virus Disease 2019 or COVID-19 throughout 2020, several variants have emerged. The new COVID-19 in the middle of 2021, again has an impact on the pace of the economy and industry.

The COVID-19 pandemic that continues in 2021 has created extraordinary conditions that have an impact on the economy and all industrial sectors. The impact of the COVID-19 pandemic has caused several world institutions such as the World Bank, IMF, S&P, Fitch, to revise their economic growth projections. The decline in the economy is the impact of an imbalance in economic demand and supply due to the lockdown policy in various regions of the world, including Indonesia.

Sebelumnya, perekonomian global maupun nasional berangsur membaik sejak awal tahun 2021 yang ditopang dengan adanya program vaksinasi massal. Dengan program vaksinasi, diharapkan masyarakat memiliki *herd immunity* untuk lebih kebal terhadap COVID-19, sehingga mobilitas masyarakat dapat menuju normal kembali. Meskipun demikian, kemunculan varian baru Delta di pertengahan tahun 2021 kembali memberikan ketidakpastian ekonomi. Memasuki triwulan III-2021, perekonomian kembali terkoreksi setelah sebelumnya mengalami optimisme pertumbuhan yang cukup baik di tahun 2021.

Previously, the global and national economy had gradually improved since the beginning of 2021, which was supported by a mass vaccination program. With the vaccination program, it is hoped that the community will have herd immunity to be more immune to COVID-19, so that community mobility can return to normal. However, the emergence of a new Delta variant in mid-2021 again provides economic uncertainty. Entering the third quarter of 2021, the economy corrected again after previously experiencing quite good growth optimism in 2021.

Beruntung, pandemi COVID-19 varian Delta berhasil diredam dengan program percepatan vaksinasi yang terus ditingkatkan oleh sejumlah negara yang terdampak termasuk Indonesia. Hasilnya, pada triwulan IV-2021, sejumlah negara mencatatkan pertumbuhan ekonomi, dimana Indonesia sendiri mengalami pertumbuhan yang mencapai 5,02% *year-on-year* (yoy). Ekonomi Indonesia secara keseluruhan untuk tahun 2021 tercatat tumbuh sebesar 3,69% (yoy), jauh meningkat dari kinerja tahun sebelumnya yang terkontraksi 2,07% (yoy). Meskipun laju perekonomian nasional secara temporer tertahan akibat kemunculan varian Delta COVID-19, pemulihan ekonomi pada tahun 2021 terus berlanjut, termasuk industri jasa keuangan syariah.

Luckily, the Delta variant of the COVID-19 pandemic was successfully suppressed with an accelerated vaccination program that was continuously being improved by a number of affected countries, including Indonesia. As a result, in the fourth quarter of 2021, a number of countries recorded economic growth, where Indonesia itself experienced growth that reached 5.02% year-on-year (yoy). Indonesia's economy as a whole for 2021 was recorded to grow by 3.69% (yoy), much higher than the previous year's performance which contracted 2.07% (yoy). Although the pace of the national economy has been temporarily halted due to the emergence of the Delta COVID-19 variant, the economic recovery in 2021 will continue, including the Islamic financial services industry.

Bank Indonesia (BI) dalam publikasinya mencatat, bahwa penyaluran pembiayaan dari industri jasa keuangan syariah menunjukkan pertumbuhan meskipun dampak disrupsi pandemi COVID-19 masih terasa. Animo dan ekspektasi yang tinggi terhadap kinerja ekonomi nasional mendorong pembiayaan dari industri ini menjadi Rp454,54 triliun atau tumbuh 6,18% (yoy). Penyaluran pembiayaan dari perbankan syariah terus mengalami tren kenaikan, baik dari kategori Bank Umum Syariah (BUS), termasuk UUS, dan Bank Perkreditan Rakyat Syariah (BPRS). BI juga mencatat, bahwa perkembangan transaksi produk halal melalui *e-commerce marketplace* dan digitalisasi sektor keuangan syariah mencatatkan kenaikan yang signifikan di tengah kembali merebaknya pandemi COVID-19 pada tahun 2021.

Bank Indonesia (BI) in its publication noted that the distribution of financing from the Islamic financial services industry showed growth even though the impact of the disruption of the COVID-19 pandemic was still being felt. High interest and expectations for the performance of the national economy pushed financing from this industry to Rp454.54 trillion or grew 6.18% (yoy). The distribution of financing from sharia banking continues to experience an upward trend, both from the category of Sharia Commercial Banks (BUS), including UUS, and Sharia Rural Banks (BPRS). BI also noted that the development of halal product transactions through the e-commerce marketplace and digitalization of the Islamic financial sector recorded a significant increase amid the re-emergence of the COVID-19 pandemic in 2021.

Adanya perubahan perilaku masyarakat dalam melakukan aktivitas belanja dengan tren berbelanja secara *online* mempercepat proses digitalisasi ekonomi nasional. Sifat belanja yang adaptif oleh masyarakat dalam menghadapi pembatasan mobilitas ditunjukkan pada tren nominal transaksi produk halal melalui *e-commerce marketplace* dengan nilai mencapai Rp12,18 triliun sepanjang Januari hingga Oktober 2021, atau meningkat 62,22% dibandingkan pada periode yang sama pada tahun 2020. Adanya *seasonality* pada Hari Raya Idul Fitri menjadi salah satu puncak transaksi produk halal. Transaksi produk yang diperdagangkan melalui *platform e-commerce* didominasi oleh produk fesyen muslim yang memiliki pangsa pasar mencapai 91,93%.

The change in people's behavior in shopping activities with online shopping trends accelerates the process of digitizing the national economy. The adaptive nature of spending by the public in facing mobility restrictions is shown in the nominal trend of halal product transactions through the e-commerce marketplace with a value reaching Rp12.18 trillion from January to October 2021, or an increase of 62.22% compared to the same period in 2020. The seasonality of Eid al-Fitr is one of the peaks of halal product transactions. Product transactions traded through e-commerce platforms are dominated by Muslim fashion products which have a market share of 91.93%.

Tren positif dari nominal transaksi produk halal juga diikuti oleh kenaikan volume transaksi produk halal melalui *e-commerce marketplace* yang mencapai 124 juta transaksi. BI mencatat, bahwa uang elektronik (*e-money*) dan transfer bank menjadi dua metode pembayaran digital utama dalam transaksi produk halal dengan pangsa masing-masing sebesar 49,7% dan 14,1%. Transformasi digital perbankan dan promosi penggunaan uang elektronik oleh bank digital yang bekerja sama dengan *e-commerce* membuat penetrasi pembayaran digital semakin menarik bagi masyarakat disamping sifat kemudahan yang dimiliki oleh metode tersebut.

Berdasarkan perkembangan tersebut, Dewan Komisaris melihat bahwa kebijakan strategis Aladin Bank di tahun 2021 dengan melakukan perubahan *core bussiness* Bank dari yang sebelumnya berfokus pada segmen *corporate banking* menjadi *digital banking* yang berfokus pada segmen ritel, sudah sangat tepat, untuk masa depan Aladin Bank yang lebih baik.

PENILAIAN ATAS KINERJA DIREKSI MENGENAI PENGELOLAAN BANK

Di sepanjang tahun 2021, Direksi Aladin Bank telah melakukan beberapa langkah yang cukup besar untuk masa depan Bank, atas persetujuan Dewan Komisaris dan sesuai dengan arahan Pemegang Saham. Dewan Komisaris menilai bahwa langkah tersebut sudah cukup tepat dan telah terimplementasi dengan baik, sesuai dengan apa yang telah direncanakan. Di mana Aladin Bank yang sebelumnya berfokus pada segmen *corporate banking* melakukan insiatif strategis untuk bertransformasi menjadi *digital banking* yang berfokus pada segmen ritel. Hal ini dilakukan sesuai dengan visi dan misi Bank ke depan, dan selaras dengan perubahan lingkungan bisnis dalam industri perbankan di Indonesia.

Dewan Komisaris sangat memehami bahwa langkah strategis tersebut, membutuhkan dukungan dari segala aspek, salah satunya adalah permodalan yang kuat. Untuk itu, Dewan Komisaris sangat mendukung langkah strategis yang dilakukan Bank untuk melakukan penguatan struktur permodalan melalui penawaran umum perdana (*Initial Public Offering*/IPO) yang telah dilakukan Bank pada 1 Februari 2021. Dewan Komisaris sangat mengapresiasi atas hasil IPO tersebut, dimana Aladin Bank banyak mendapatkan kepercayaan dari publik. Hal ini secara tidak langsung menunjukkan bahwa langkah strategis yang dilakukan Aladin Bank untuk menjadi digital bank yang berfokus pada segmen ritel dirasa cukup memiliki prospek yang cukup cerah ke depannya, seiring dengan semakin tingginya tingkat kebutuhan masyarakat akan layanan perbankan berbasis digital yang menawarkan produk dan layanan perbankan yang efektif dan efisien untuk masyarakat luas.

The positive trend of nominal halal product transactions was also followed by an increase in the volume of halal product transactions through the e-commerce marketplace which reached 124 million transactions. BI noted that electronic money (e-money) and bank transfers are the two main digital payment methods in halal product transactions with a share of 49.7% and 14.1%, respectively. The digital transformation of banking and the promotion of the use of electronic money by digital banks in collaboration with e-commerce have made digital payment penetration more attractive to the public despite the convenience of this method.

Based on these developments, the Board of Commissioners sees that Aladin Bank's strategic policy in 2021 by changing the Bank's core business from previously focusing on the corporate banking segment to digital banking that focuses on the retail segment, is very appropriate, for a better future for Aladin Bank.

ASSESSMENT OF THE BOARD OF DIRECTORS' PERFORMANCE REGARDING BANK MANAGEMENT

Throughout 2021, the Board of Directors of Aladin Bank has taken several significant steps for the future of the Bank, with the approval of the Board of Commissioners and in accordance with the direction of the Shareholders. The Board of Commissioners considers that this step is quite appropriate and has been implemented properly, in accordance with what has been planned. Where Aladin Bank, which previously focused on the corporate banking segment, took strategic initiatives to transform into digital banking that focused on the retail segment. This is done in accordance with the Bank's vision and mission going forward, and in line with the changing business environment in the banking industry in Indonesia.

The Board of Commissioners fully understands that this strategic step requires support from all aspects, one of which is strong capital. For this reason, the Board of Commissioners strongly supports the strategic steps taken by the Bank to strengthen the capital structure through the Bank's Initial Public Offering (IPO) on February 1, 2021. The Board of Commissioners highly appreciates the results of the IPO, where Aladin Bank has gained significant public trust. This indirectly shows that the strategic steps taken by Aladin Bank to become digital bank that focuses on the retail segment are deemed to have quite bright prospects in the future, along with the increasing level of public demand for digital-based banking services that offer banking products and services that are affordable, effective and efficient for the wider community.

Di samping itu, Dewan Komisaris juga menilai bahwa langkah Bank dalam melakukan perubahan nama dari PT Bank Net Indonesia Syariah Tbk menjadi PT Bank Aladin Syariah Tbk, pada 3 Juni 2021, sudah sesuai dengan arah kebijakan Bank yang akan lebih fokus pada segmen ritel. Di mana dengan nama yang cukup mudah dikenal, akan lebih memudahkan Bank untuk mengembangkan bisnis *digital banking* yang menyasar seluruh lapisan masyarakat.

In addition, the Board of Commissioners also considers that the Bank's step in changing its name from PT Bank Net Indonesia Syariah Tbk to PT Bank Aladin Syariah Tbk, on June 3, 2021, is in accordance with the direction of the Bank's policy which will focus more on the retail segment. Where with a name that is quite easily recognizable, it will make it easier for the Bank to develop a digital banking business that targets all levels of society.

Dewan Komisaris menilai bahwa inisitif strategis yang dilakukan Direksi di tahun 2021 dengan melakukan perubahan *core business* Bank merupakan langkah yang benar, meskipun harus menghadapi berbagai tantangan. Karena, perubahan *core business* tersebut juga terintegrasi dengan struktur dan infrastuktur Bank, yang tentunya juga harus diseleraskan dengan perubahan *core business* Bank tersebut. Selain itu, Aladin Bank juga dihadapkan dengan ketatnya aturan perizinan dari regulasi, terkait pengembangan produk dan layanan perbankan. Meski demikian, Dewan Komisaris menilai bahwa Aladin Bank sangat berkomitmen untuk mematuhi segala peraturan yang berlaku, berdasarkan prinsip-prinsip Tata Kelola Perusahaan yang Baik atau *Good Corporate Governance* (GCG) Bank. Di mana sambil menunggu izin dari regulator, Dewan Komisaris telah membantu Direksi untuk memperkuat fondasi baik struktur maupun infrastruktur. Dewan Komisaris sangat mengapresiasi atas hasil yang telah dicapai Aladin Bank di sepanjang tahun 2021, dimana dengan waktu cukup singkat, Aladin Bank mampu membangun struktur dan infrastuktur sesuai dengan apa yang telah direncanakan, untuk mendukung fokus bisnis Bank ke depan.

The Board of Commissioners considers that the strategic initiative carried out by the Board of Directors in 2021 by making changes to the Bank's core business is the right step, even though it must face various challenges. This is because changes in the core business are also integrated with the structure and infrastructure of the Bank, which of course must also be harmonized with changes in the Bank's core business. In addition, Aladin Bank is also faced with strict licensing rules from regulations, related to the development of banking products and services. However, the Board of Commissioners considers that Aladin Bank is very committed to complying with all applicable regulations, based on the principles of Good Corporate Governance (GCG) of the Bank. While waiting for permission from the regulator, the Board of Commissioners has assisted the Board of Directors to strengthen the foundations of both structure and infrastructure. The Board of Commissioners highly appreciates the results that have been achieved by Aladin Bank throughout 2021, where in a fairly short time, Aladin Bank was able to build the structure and infrastructure according to what has been planned, to support the Bank's business focus going forward.

Sementara itu, berdasarkan hasil kinerja keuangan tahun buku 2021, Dewan Komisaris cukup memahami bahwa tahun 2021 merupakan tahun penguatan fondasi Bank, sehingga dari sisi operasional untuk menghasilkan profit belum terlihat di tahun 2021. Namun, Dewan Komisaris menilai bahwa Direksi telah berupaya untuk tetap menjaga stabilitas Bank serta menjaga kepercayaan para Pemangku Kepentingan. Di mana Aladin Bank mampu membukukan nilai aset sebesar Rp2,17 triliun di tahun 2021 atau meningkat 201,25% dibanding tahun sebelumnya, atau mencapai 88,11% terhadap target yang telah ditetapkan dalam Rencana Bisnis Bank (RBB) Tahun 2021. Sementara itu, Dewan Komisaris cukup memahami atas rugi tahun berjalan yang dicatatkan Aladin Bank per Desember 2021 yakni sebesar Rp121,27 miliar. Hal tersebut lebih dikarenakan, Bank masih belum melakukan ekspansi bisnis, khususnya dalam penyaluran pembiayaan baru kepada masyarakat. Di satu sisi, rugi tahun berjalan per Desember 2021 tersebut, mempengaruhi rasio-rasio profitabilitas Bank, seperti *Return on Equity* (ROE) dan *Return on Asset* (ROA) yang masing-masing mencapai -11,69% dan -10,21%. Sementara pada Perubahan RBB 2021, Bank menargetkan ROE pada -11,65% dan ROA pada -7,93%.

Meanwhile, based on the financial performance results for the 2021 financial year, the Board of Commissioners quite understands that 2021 is a year of strengthening the Bank's foundation, so that from an operational point of view the Bank has not generated profit in 2021. However, the Board of Commissioners considers that the Board of Directors has made efforts to maintain stability and trust of the Stakeholders. Where Aladin Bank was able to record an asset value of Rp2.17 trillion in 2021, an increase of 201.25% compared to the previous year, or reached 88.11% of the target set in the Bank's Business Plan (RBB) 2021. Meanwhile, the Board of Commissioner noted the current year's loss recorded by Aladiin Bank as of December 2021, which is Rp. 131.22 billion. This is because the Bank has not yet expanded its business, especially in the distribution of new financing to the public. On the one hand, the current year's loss as of December 2021, affect the Bank's profitability ratios, such as Return on Equity (ROE) and Return on Assets (ROA) which reached -11.69% and -10.21%, respectively. Meanwhile in the 2021 RBB Change, the Bank targets ROE at -11.65% and ROA at -7.93%.

Untuk diketahui, bahwa dalam hal penerbitan produk dan aktivitas baru untuk layanan perbankan *digital* dengan produk *mobile banking* dan kartu debit/kartu ATM, Aladin Bank telah menerima persetujuan dan telah dicatatkan oleh Otoritas Jasa Keuangan (OJK) selaku regulator terkait, pada awal Juli 2021, sebagaimana tertuang dalam Surat No. S-100/PB.34 tanggal 5 Juli 2021. Selain itu, Bank juga telah mendapatkan persetujuan sebagai Penyedia Jasa Pembayaran Kategori Izin 1 dengan aktivitas penatausahaan sumber dana berupa penerbitan kartu ATM, kartu debet, dan penyelenggaraan *mobile banking* dari Bank Indonesia (BI) pada tanggal 15 Desember 2021.

To note, that in terms of issuing new products and activities for digital banking services with mobile banking products and debit cards/ATM cards, Aladin Bank has just received approval and has been registered by the Financial Services Authority (OJK) as the relevant regulator, in early July 2021, as stated in Letter No. S-100/PB.34 dated July 5, 2021. In addition, the Bank has also just received approval as a Payment Service Provider for License Category 1 with fund source administration activities in the form of issuing ATM cards, debit cards, and implementing mobile banking from Bank Indonesia (BI). on December 15, 2021.

Di sisi lain, meskipun masih belum melakukan ekspansi bisnis karena pertimbangan kesiapan infrastruktur pendukung dan menunggu izin dari regulator, Aladin Bank tetap berupaya mengoptimalkan pendapatan operasional melalui penempatan dana pada instrumen keuangan yang berisiko rendah, seperti sukuk ritel, sukuk negara, sukuk Bank Indonesia, dan FASBIS. Total penempatan dana pada surat berharga per 31 Desember 2021 adalah sebesar Rp901,27 miliar dan penempatan pada Bank Indonesia (BI) adalah sebesar Rp1,16 triliun. Sementara pada sisi penghimpunan dana, hingga akhir Desember 2021 total Dana Pihak Ketiga (DPK) adalah sebesar Rp1,04 triliun atau jauh lebih tinggi dibandingkan dengan target pada Perubahan RBB 2021 yang sebesar Rp200,59 miliar.

On the other hand, although it has yet to expand its business due to considerations of the readiness of supporting infrastructure and waiting for permission from the regulator, Aladin Bank continues to strive to optimize operating income by placing funds in low-risk financial instruments, such as retail sukuk, state sukuk, Bank Indonesia sukuk and FASBIS. The total placement of funds in securities as of December 31, 2021 was IDR 901.27 billion and placements with Bank Indonesia (BI) was IDR 1.16 trillion. Meanwhile, in terms of fundraising, until the end of December 2021 the total Third Party Funds (DPK) was Rp. 1.04 trillion or much higher than the target in the 2021 RBB Amendment which was Rp. 200.59 billion.

Dewan Komisaris menyampaikan apresiasi atas kinerja Bank di sepanjang tahun 2021, dan berharap bahwa fondasi yang telah terbangun di tahun 2021 akan meningkatkan kinerja Bank untuk mencapai pertumbuhan yang berkelanjutan. Dewan Komisaris memberikan apresiasinya terhadap kinerja dan hasilnya, serta komitmen dan dedikasi yang telah diperlihatkan Direksi di sepanjang tahun 2021, juga mengapresiasi upaya Direksi dan seluruh jajarannya dalam mengantisipasi tantangan dan perkembangan bisnis ke depan. Dewan Komisaris menilai bahwa Direksi telah menunjukkan komitmennya dalam memajukan kepentingan Aladin Bank serta telah melaksanakan tugas dan tanggung jawabnya sesuai fungsi dan perannya masing-masing.

The Board of Commissioners expresses its appreciation for the Bank's performance throughout 2021, and hopes that the foundations that have been built in 2021 will improve the Bank's performance to achieve sustainable growth. The Board of Commissioners appreciates the performance and results, as well as the commitment and dedication shown by the Board of Directors throughout 2021, also appreciates the efforts of the Board of Directors and all staff in anticipating future challenges and business developments. The Board of Commissioners considers that the Board of Directors has demonstrated its commitment to advancing the interests of Aladin Bank and has carried out its duties and responsibilities according to their respective functions and roles.

PENGAWASAN TERHADAP IMPLEMENTASI STRATEGI DAN KEBIJAKAN BANK SERTA FREKUENSI DAN CARA PEMBERIAN NASIHAT KEPADA DIREKSI

SUPERVISION OF THE IMPLEMENTATION OF BANK STRATEGIES AND POLICIES AS WELL AS THE FREQUENCY AND METHOD OF PROVIDING ADVICE TO THE BOARD OF DIRECTORS

Hubungan kerja antara Dewan Komisaris dan Direksi dibangun dengan saling menghormati antar fungsi keduanya. Terdapat batasan dari tanggung jawab dan peran yang dijalankan baik oleh Dewan Komisaris maupun Direksi. Dewan Komisaris bertugas melakukan pengawasan atas jalannya pengurusan Bank oleh Direksi, memberikan nasihat kepada Direksi, serta memastikan bahwa Aladin Bank melaksanakan Tata Kelola Perusahaan yang Baik, atau *Good Corporate Governance* (GCG).

The working relationship between the Board of Commissioners and the Board of Directors is built with mutual respect between the two functions. There are limits to the responsibilities and roles carried out by both the Board of Commissioners and the Board of Directors. The Board of Commissioners is in charge of supervising the management of the Bank by the Board of Directors, providing advice to the Board of Directors, and ensuring that Aladin Bank implements Good Corporate Governance (GCG).

Salah satu fungsi Dewan Komisaris adalah melakukan pengawasan terhadap implementasi strategi serta kebijakan yang dijalankan oleh Direksi. Dalam merumuskan target kinerja di awal tahun, Dewan Komisaris berperan memberikan arahan dan masukan sesuai kapasitas dan kapabilitas yang dimilikinya, termasuk arahan dan masukan untuk rencana kerja strategis yang dirumuskan Direksi. Untuk itu, Dewan Komisaris memiliki tanggung jawab agar implementasi rencana strategis tersebut dapat terlaksana dengan baik. Pengawasan Dewan Komisaris difokuskan terhadap rencana pengembangan bisnis Bank dalam rangka menjadikan Aladin Bank sebagai Bank berbasis *digital* yang dapat menjadi solusi bagi seluruh lapisan masyarakat dalam mendapatkan layanan perbankan yang efektif dan efisien.

One of the functions of the Board of Commissioners is to supervise the implementation of strategies and policies carried out by the Board of Directors. In formulating performance targets at the beginning of the year, the Board of Commissioners has the role of providing direction and input according to its capacity and capabilities, including direction and input for the strategic work plan formulated by the Board of Directors. For this reason, the Board of Commissioners has the responsibility to ensure that the implementation of the strategic plan can be carried out properly. The Board of Commissioners' supervision is focused on the Bank's business development plan in order to make Aladin Bank a digital-based bank that can be a solution for all levels of society in obtaining effective and efficient banking services.

Dewan Komisaris selalu berupaya untuk melaksanakan fungsinya dalam memberikan arahan, saran dan rekomendasi yang konstruktif dan solutif kepada Direksi. Satu hal yang selalu ditekankan Dewan Komisaris kepada Direksi adalah untuk senantiasa mengedepankan aspek kepatuhan dan prinsip-prinsip GCG. Di tengah segala keterbatasan, Dewan Komisaris berhasil melakukan komunikasi secara baik dan intens dengan Direksi, khusunya terkait dengan pemenuhan aspek *governance* dalam rangka memperkuat fondasi bisnis Bank yang tengah di bangun Direksi di sepanjang tahun 2021.

The Board of Commissioners always strives to carry out its function in providing constructive and solution directions, suggestions and recommendations to the Board of Directors. One thing that the Board of Commissioners always emphasizes to the Board of Directors is to always prioritize the aspects of compliance and GCG principles. In the midst of all the limitations, the Board of Commissioners managed to communicate well and intensely with the Board of Directors, especially related to the fulfillment of governance aspects in order to strengthen the business foundation of the Bank which is being built by the Board of Directors throughout 2021.

Disamping itu, Dewan Komisaris telah melakukan pengawasan atas penerapan strategi dan kebijakan yang dijalankan Direksi, yang salah satunya adalah melalui mekanisme rapat-rapat yang diselenggarakan. Dewan Komisaris secara rutin mengadakan pertemuan dengan Direksi untuk membahas berbagai hal terkait pengelolaan Bank yang dijalankan oleh Direksi dalam forum rapat gabungan. Dalam forum tersebut Dewan Komisaris senantiasa meminta penjelasan dari Direksi mengenai strategi dan kebijakan yang dijalankan serta pencapaian atas implementasi strategi yang telah diterapkan Direksi berikut dengan berbagai kendala yang dihadapi. Dewan Komisaris senantiasa menyampaikan pandangan dan memberikan nasihat berupa arahan atau rekomendasi kepada Dreksi mengenai hal tersebut.

In addition, the Board of Commissioners has supervised the implementation of strategies and policies carried out by the Board of Directors, one of which is through the mechanism of meetings held. The Board of Commissioners regularly holds meetings with the Board of Directors to discuss various matters related to the management of the Bank carried out by the Board of Directors in a joint meeting forum. In this forum, the Board of Commissioners always asks for an explanation from the Board of Directors regarding the strategies and policies implemented as well as the achievements of the implementation of the strategies that have been implemented by the Board of Directors along with the various obstacles faced. The Board of Commissioners always expresses views and provides advice in the form of directions or recommendations to the Board of Directors regarding this matter.

Sepanjang tahun 2021, Dewan Komisaris telah melaksanakan rapat gabungan dengan mengundang Direksi. Selain forum rapat gabungan dengan Direksi, Dewan Komisaris juga senantiasa melakukan pertemuan berupa rapat dengan organ pendukung Dewan Komisaris, yaitu Komite Audit, Komite Remunerasi dan Nominasi, serta Komite Pemantau Risiko, untuk membahas hasil pengawasan yang dilakukan komite sesuai dengan fungsi dan tanggung jawab masing-masing Komite.

Throughout 2021, the Board of Commissioners has held joint meetings inviting the Directors. In addition to a joint meeting forum with the Board of Directors, the Board of Commissioners also regularly holds meetings with the supporting organs of the Board of Commissioners, namely the Audit Committee, Remuneration and Nomination Committee, and the Risk Monitoring Committee, to discuss the results of supervision carried out by the committee in accordance with their respective functions and responsibilities. each Committee.

Secara umum, sepanjang tahun 2021, Dewan Komisaris telah melaksanakan tugas-tugasnya, mencakup pengadaan rapat terkait pembahasan persoalan yang berhubungan dengan manajemen Bank dan mengevaluasi kinerja Bank. Selain merekomendasikan pelaksanaan prinsip-prinsip *Good Corporate Governance* dengan baik, Dewan Komisaris juga telah berupaya melakukan tindakan pengawasan terhadap kebijakan pengurusan Bank serta memberikan nasihat dan rekomendasi kepada Direksi guna memastikan bahwa bisnis dan usaha Bank telah berjalan dengan baik.

PANDANGAN ATAS PROSPEK USAHA TAHUN 2022 YANG DISUSUN DIREKSI

Memasuki tahun 2022, dunia kembali dibayang-bayangi oleh kemunculan varian baru COVID-19 yakni Omicron yang berpotensi dilakukannya kembali kebijakan pembatasan sosial yang akan berdampak terhadap perekonomian global maupun nasional. Meskipun dibayangi kondisi ketidakpastian akibat virus varian baru COVID-19, adanya kelangkaan energi akibat kenaikan konsumsi komoditas di tahun 2021, tren kenaikan tingkat inflasi serta kemungkinan peningkatan suku bunga global, berbagai lembaga optimis perekonomian Indonesia di tahun 2022 akan menguat pada kisaran 5,0% hingga 6,5%. Optimisme ini tak lepas dari keberhasilan penanganan dan pengendalian pandemi COVID-19 di tahun 2021, melalui program Pemberlakuan Pembatasan Kegiatan Masyarakat (PPKM) Level 1 s.d. 4 dan percepatan program vaksinasi penduduk.

Diperkirakan, COVID-19 akan menjadi endemik di Indonesia pada tahun 2022 seiring pencapaian 70% penduduk yang telah divaksinasi, akan mendorong akselerasi pemulihan ekonomi nasional. Di samping itu, kegiatan masyarakat dan aktivitas ekonomi yang berangsur-angsur membaik akan berdampak besar terhadap berbagai aspek; mulai dari kegiatan produksi, pola konsumsi, hingga berbagai aspek yang akan mendorong pertumbuhan perekonomian.

Optimisme penguatan pemulihan ekonomi Indonesia di tahun 2022 juga ditopang oleh kinerja fundamental ekonomi Indonesia. Tingkat inflasi tahun 2022 diyakini masih berada pada kisaran target BI 3±1%, sedangkan untuk BI *7-Day Reverse Repo Rate* (BI7DRR) Bank Indonesia diperkirakan menjaga suku bunga acuan pada kisaran 3,5% hingga 4% pada tahun 2022 dalam rangka mendukung momentum pemulihan ekonomi nasional.

Seiring dengan optimisme pertumbuhan ekonomi nasional di tahun 2022, Dewan Komisaris menyambut baik proyeksi kinerja Bank yang telah ditetapkan dalam RBB tahun 2022. Dewan Komisaris memandang, proyeksi peningkatan kinerja operasional maupun keuangan Bank yang ditetapkan dalam RBB tahun 2022 cukup realistis dengan tingkat pertumbuhan yang relatif menantang sebagai upaya peningkatan kinerja Bank ke depan. Terlebih di tahun 2022, Bank sudah dapat melakukan ekspansi

In general, throughout 2021, the Board of Commissioners has carried out its duties, including holding meetings related to discussing issues related to the Bank's management and evaluating the Bank's performance. In addition to recommending the implementation of the principles of Good Corporate Governance properly, the Board of Commissioners has also made efforts to supervise the Bank's management policies and provide advice and recommendations to the Board of Directors to ensure that the Bank's business and operations are running well.

VIEWS ON BUSINESS OUTLOOK FOR 2022 PREPARED BY THE BOARD OF DIRECTORS

Entering 2022, the world is again overshadowed by the emergence of a new variant of COVID-19, namely Omicron, which has the potential to re-enact social restriction policies that will have an impact on the global and national economy. Despite being overshadowed by conditions of uncertainty due to the new COVID-19 virus variant, energy shortages due to increased consumption of commodities in 2021, the upward trend in inflation rates and the possibility of an increase in global interest rates, various institutions are optimistic that the Indonesian economy in 2022 will strengthen at around 5.0%. up to 6.5%. This optimism cannot be separated from the successful handling and control of the COVID-19 pandemic in 2021, through the Level 1 to 4 Community Activity Restrictions (PPKM) program and the acceleration of the population vaccination program.

It is estimated that COVID-19 will become endemic in Indonesia in 2022 as 70% of the population has been vaccinated, which will accelerate the national economic recovery. In addition, community activities and economic activities that gradually improve will have a major impact on various aspects; starting from production activities, consumption patterns, to various aspects that will encourage economic growth.

Optimism for strengthening Indonesia's economic recovery in 2022 is also supported by the performance of Indonesia's economic fundamentals. The inflation rate in 2022 is believed to still be in the BI target range of 3±1%, while for the BI 7-Day Reverse Repo Rate (BI7DRR) Bank Indonesia is estimated to maintain the benchmark interest rate in the range of 3.5% to 4% in 2022 in order to support momentum of national economic recovery.

Along with the optimism for national economic growth in 2022, the Board of Commissioners welcomes the Bank's performance projections set in the 2022 RBB. The Board of Commissioners views that the projections for increasing the Bank's operational and financial performance set out in the 2022 RBB are quite realistic with a relatively challenging growth rate as an effort to improve the Bank's performance in the future. Moreover, in 2022, the Bank has been able to expand its business, along with obtaining

bisnis, seiring dengan telah didapatnya izin terkait produk *digital* dan layanan Bank pada akhir tahun 2021. Dewan Komisaris sepenuhnya mendukung dan siap menjadi mitra strategis bagi Direksi agar proyeksi yang telah ditetapkan untuk tahun 2022 dapat tercapai dan berjalan dengan baik.

PANDANGAN ATAS PENERAPAN TATA KELOLA PERUSAHAAN

Otoritas Jasa Keuangan (OJK), Bursa Efek Indonesia (BEI), dan regulator yang berkepentingan pada pasar modal serta perkembangan dunia usaha Indonesia, telah berkomitmen untuk mendorong penerapan prinsip dan praktik GCG sebagai sebuah nilai yang wajib diemban oleh setiap entitas usaha yang berusaha di Indonesia. Aladin Bank menyambut dengan baik hal tersebut, terutama karena penerapan GCG melalui 5 (lima) prinsip dasar, yaitu transparansi, akuntabilitas, responsibilitas, independensi, dan kewajaran, terbukti memberikan hasil positif bagi keberlanjutan dunia usaha dan iklim investasi.

Sebagai organ yang bertugas melakukan pengawasan terhadap pelaksanaan penerapan GCG oleh Direksi, Dewan Komisaris memandang implementasi GCG di lingkup Bank terus mengalami peningkatan dari waktu ke waktu. Hal ini juga seiring dengan transformasi bisnis yang dilakukan Bank di tahun 2021. Pengembangan perangkat kebijakan yang terus diperbaharui, hingga evaluasi dan pemantauan GCG, menjadi cerminan komitmen Direksi untuk dapat menerapkan prinsip dan praktik GCG di seluruh elemen operasi dan bisnis Bank.

Salah satu aspek penting dalam keberhasilan penerapan prinsip GCG adalah sinergi dan kolaborasi yang baik antara organ pendukung Dewan Komisaris dan organ pendukung Direksi. Melalui keberadaan organ-organ pendukung tersebut, setiap aspek dalam penerapan prinsip GCG dapat terlaksana dan terpantau, baik itu kepatuhan, manajemen risiko, audit, hingga perkembangan SDM dan Teknologi Informasi sebagai salah satu fondasi mewujudkan akuntabilitas Bank.

Selain itu, Dewan Komisaris berpendapat bahwa penerapan GCG di lingkup Bank telah berjalan dengan baik. Untuk melakukan evaluasi atas efektivitas penerapan GCG, Aladin Bank secara berkala melaksanakan *self assessment* atas praktik GCG, yang mengacu pada Peraturan Bank Indonesia No. 11/33/PBI/2009 tanggal 7 Desember 2009 tentang Pelaksanaan *Good Corporate Governance* bagi Bank Umum Syariah dan Unit Usaha Syariah dan Surat Edaran Otoritas Jasa Keuangan No. 10/SEOJK.03/2014 tentang Penilaian Tingkat Kesehatan Bank Umum Syariah dan Unit Usaha Syariah. Berdasarkan hasil *self assessment* GCG Bank yang dilaksanakan pada tahun 2021 secara semesteran, *self assessment* implementasi

permits related to digital products and Bank services at the end of 2021. The Board of Commissioners fully supports and is ready to become a strategic partner for the Board of Directors so that the projections set for 2022 can be achieved and goes well.

VIEWS ON THE IMPLEMENTATION OF GOOD CORPORATE GOVERNANCE

The Financial Services Authority (OJK), the Indonesia Stock Exchange (IDX), and regulators with an interest in the capital market and the development of the Indonesian business world, have committed to encourage the implementation of GCG principles and practices as a value that must be carried out by every business entity doing business in Indonesia. . Aladin Bank welcomes this, especially because the implementation of GCG through 5 (five) basic principles, namely transparency, accountability, responsibility, independence, and fairness, has proven to provide positive results for the sustainability of the business world and the investment climate.

As the organ in charge of supervising the implementation of GCG implementation by the Board of Directors, the Board of Commissioners views that the implementation of GCG within the Bank continues to increase from time to time. This is also in line with the business transformation carried out by the Bank in 2021. The development of policy tools that are continuously updated, to the evaluation and monitoring of GCG, is a reflection of the commitment of the Board of Directors to be able to apply GCG principles and practices in all elements of the Bank's operations and business.

One of the important aspects in the successful implementation of GCG principles is good synergy and collaboration between the supporting organs of the Board of Commissioners and the supporting organs of the Board of Directors. Through the existence of these supporting organs, every aspect of implementing GCG principles can be implemented and monitored, be it compliance, risk management, audit, to the development of HR and Information Technology as one of the foundations for realizing Bank accountability.

In addition, the Board of Commissioners is of the opinion that the implementation of GCG within the Bank has been running well. To evaluate the effectiveness of GCG implementation, Aladin Bank periodically conducts self-assessment of GCG practices, which refers to Bank Indonesia Regulation No. 11/33/PBI/2009 dated December 7, 2009 concerning the Implementation of Good Corporate Governance for Sharia Commercial Banks and Sharia Business Units and Circular Letter of the Financial Services Authority No. 10/SEOJK.03/2014 concerning Assessment of Soundness Level of Sharia Commercial Banks and Sharia Business Units. Based on the results of the Bank's GCG self-assessment conducted in 2021 on a semi-annual basis,

GCG Bank semester I dan semester II di tahun 2021 telah dijalankan secara komprehensif dengan hasil peringkat secara Individual adalah 2 (dua) dengan definisi peringkat yang mencerminkan Manajemen Bank telah melakukan penerapan *Good Corporate Governance* yang secara umum baik. Hal ini tercermin dari penerapan atas prinsip-prinsip *Good Corporate Governance*.

Dewan Komisaris memberikan apresiasi yang tinggi kepada Direksi dan seluruh jajarannya yang telah bekerja secara optimal dalam menerapkan GCG dalam melakukan pengelolaan Bank selama tahun 2021. Dewan Komisaris menilai, perangkat GCG yang dimiliki Aladin Bank saat ini telah sesuai dengan proses bisnis Bank. Dewan Komisaris juga senantiasa terlibat dalam berbagai implementasi GCG, dengan melakukan pengawasan baik secara langsung maupun melalui pengawasan yang dilakukan oleh organ Komite Dewan Komisaris. Berdasarkan pengawasan yang dilakukan Dewan Komisaris bersama Komite, Dewan Komisaris sangat mengapresiasi atas upaya Aladin Bank dalam menerapkan prinsip-prinsip GCG secara optimal. Hal tersebut sebagaimana komitmen yang ditunjukkan oleh Aladin Bank untuk terus berupaya menjadikan prinsip-prinsip GCG sebagai landasan operasional pada seluruh aktivitas kegiatan usaha Bank.

MANAJEMEN RISIKO

Dalam rangka mengantisipasi tantangan ekonomi, pandemi COVID-19, serta peningkatan eksposur risiko yang dihadapi oleh Aladin Bank, dibutuhkan suatu sistem pengelolaan risiko dan permodalan yang efektif dan terintegrasi, yang mampu mendukung pencapaian dan pertumbuhan kinerja secara berkelanjutan sekaligus meningkatkan daya saing Bank. Dewan Komisaris memandang bahwa pengelolaan manajemen risiko di Aladin Bank telah dilakukan secara terintegrasi dengan strategi bisnis Bank. Penerapan manajemen risiko bersifat proaktif dan *forward looking* dengan tujuan untuk memaksimalkan nilai tambah bagi Pemegang Saham, mengelola modal secara komprehensif, serta memastikan profitabilitas dan pertumbuhan bisnis yang berkelanjutan.

Kemudian, keselarasan antara strategi dan tujuan bisnis dengan strategi risiko dan *risk appetite* juga dibutuhkan serta menjadi elemen penting dalam penerapan manajemen risiko. Strategi pengelolaan risiko dan *risk appetite* tersebut diterjemahkan ke dalam tata kelola, proses, kebijakan serta perangkat dan metodologi yang didukung oleh teknologi informasi, sumber daya manusia dan budaya risiko yang kuat.

Dewan Komisaris memandang bahwa Aladin Bank telah mengimplementasikan kebijakan umum manajemen risiko sebagai kebijakan yang menjadi acuan dasar yang bersifat strategis dan komprehensif dalam penerapan Manajemen Risiko Bank. Di mana sebagai pedoman dalam penerapan

the self-assessment of the Bank's GCG implementation in semester I and semester II in 2021 has been carried out comprehensively with the results of an individual rating of 2 (two) with a rating definition that reflects the Bank's Management has performed implementation of Good Corporate Governance which is generally good. This is reflected in the good implementation of the principles of Good Corporate Governance.

The Board of Commissioners gives high appreciation to the Board of Directors and all staff who have worked optimally in implementing GCG in managing the Bank during 2021. The Board of Commissioners considers that the GCG tools owned by Aladin Bank are currently in accordance with the Bank's business processes. The Board of Commissioners has always been involved in various GCG implementations, by supervising both directly and through supervision carried out by the organs of the Committee of the Board of Commissioners. Based on the supervision carried out by the Board of Commissioners together with the Committee, the Board of Commissioners highly appreciates Aladin Bank's efforts in implementing GCG principles optimally. This is as shown by the commitment of Aladin Bank to continuously strive to make GCG principles the operational basis for all of the Bank's business activities.

RISK MANAGEMENT

In order to anticipate economic challenges, the COVID-19 pandemic, as well as the increased risk exposure faced by Aladin Bank, an effective and integrated risk and capital management system is needed, which is able to support the achievement and growth of sustainable performance while increasing the Bank's competitiveness. The Board of Commissioners views that risk management at Aladin Bank has been carried out in an integrated manner with the Bank's business strategy. The implementation of risk management is proactive and forward looking with the aim of maximizing added value for Shareholders, managing capital comprehensively, and ensuring profitability and sustainable business growth.

Next, alignment between strategy and business objectives with risk strategy and risk appetite is also needed and is an important element in the implementation of risk management. The risk management strategy and risk appetite are translated into governance, processes, policies and tools and methodologies that are supported by information technology, human resources and a strong risk culture.

The Board of Commissioners views that Aladin Bank has implemented a general risk management policy as a policy that becomes a strategic and comprehensive basic reference in the implementation of Bank Risk Management. Where as a guideline in the application of

Manajemen Risiko, Aladin Bank telah memiliki kebijakan dan prosedur sebagai dasar untuk melakukan pengelolaan terhadap masing-masing profil risiko. Dewan Komisaris senantiasa mendorong agar implementasi manajemen risiko dapat berjalan secara efektif, dengan didasarkan pada tata kelola risiko yang telah ditetapkan. Di mana dalam menerapkan sistem manajemen risiko secara efektif, Aladin Bank telah menyesuaikan sistem manajemen risiko dengan POJK No. 65/POJK.03/2016 tentang Penerapan Manajemen Risiko bagi Bank Umum Syariah dan Unit Usaha Syariah dan POJK No. 08/POJK.03/2014 tentang Penilaian Tingkat Kesehatan Bank Umum Syariah dan Unit Usaha Syariah.

Risk Management, Aladin Bank has policies and procedures as the basis for managing each risk profile. The Board of Commissioners always encourages the implementation of risk management to run effectively, based on the established risk management. Where in implementing the risk management system effectively, Aladin Bank has adjusted the risk management system with POJK No. 65/POJK.03/2016 concerning the Implementation of Risk Management for Islamic Commercial Banks and Sharia Business Units and POJK No. 08/POJK.03/2014 concerning Assessment of Soundness Level of Sharia Commercial Banks and Sharia Business Units.

Dewan Komisaris juga senantiasa mengedepankan upaya untuk memitigasi risiko melalui pengawasan aktif terhadap pelaksanaan manajemen risiko. Pelaksanaan fungsi pengawasan Dewan Komisaris dilakukan melalui forum Rapat Direksi dan Komisaris (radirkom), maupun dalam rapat Komite Pemantau Risiko, maupun Komite Audit.

The Board of Commissioners also always prioritizes efforts to mitigate risk through active supervision of the implementation of risk management. The implementation of the supervisory function of the Board of Commissioners is carried out through the Board of Directors and Commissioners Meeting forum (radirkom), as well as in meetings of the Risk Monitoring Committee, as well as the Audit Committee.

Dengan dukungan dari Komite Pemantau Risiko, Dewan Komisaris terus melakukan pemantauan atas pelaksanaan inisiatif manajemen risiko yang dilakukan oleh Direksi dalam upayanya memitigasi faktor risiko utama Bank dan mencegah terjadinya risiko serta memastikan keberlangsungan bisnis Bank dalam jangka panjang.

With the support of the Risk Monitoring Committee, the Board of Commissioners continues to monitor the implementation of risk management initiatives carried out by the Board of Directors in its efforts to mitigate the Bank's main risk factors and prevent risks from occurring as well as ensure the long-term sustainability of the Bank's business.

Dewan Komisaris berpendapat bahwa pelaksanaan manajemen risiko Bank di tahun 2021 telah berjalan dengan baik. Dalam pandangan Dewan Komisaris, Aladin Bank telah memiliki kecukupan kebijakan, tolerasi risiko dan limit risiko yang secara berkala dikaji dengan mendapat persetujuan Direksi. Aladin Bank juga telah memiliki kecukupan proses identifikasi, pengukuran, pemantauan dan pengendalian risiko secara berkesinambungan terhadap seluruh faktor risiko yang bersifat material dengan didukung oleh sistem informasi manajemen risiko.

The Board of Commissioners is of the opinion that the implementation of the Bank's risk management in 2021 has gone well. In the view of the Board of Commissioners, Aladin Bank has adequate policies, risk tolerance and risk limits which are regularly reviewed with the approval of the Board of Directors. Aladin Bank also has adequate risk identification, measurement, monitoring and control processes on an ongoing basis for all material risk factors supported by a risk management information system.

SISTEM PENGENDALIAN INTERNAL

Pelaksanaan sistem pengendalian internal merupakan tanggung jawab seluruh pihak yang terlibat, yang dituangkan dalam tugas dan tanggung jawab masing-masing pihak, termasuk di dalamnya peran Dewan Komisaris dan Direksi. Dewan Komisaris menempatkan sistem pengendalian internal sebagai komponen pengawasan yang penting dalam pengelolaan Bank dan menjadi acuan kegiatan operasional Bank yang sehat dan terkendali. Sistem pengendalian internal mendukung pencapaian tujuan Bank, untuk meningkatkan nilai bagi Pemangku Kepentingan, meminimalisir risiko kerugian dan menjaga kepatuhan pada ketentuan dan peraturan penundang-undangan yang berlaku.

INTERNAL CONTROL SYSTEM

The implementation of the internal control system is the responsibility of all parties involved, which are outlined in the duties and responsibilities of each party, including the roles of the Board of Commissioners and the Board of Directors. The Board of Commissioners places the internal control system as an important supervisory component in the management of the Bank and becomes a reference for healthy and controlled Bank operations. The internal control system supports the achievement of the Bank's objectives, to increase value for Stakeholders, minimize the risk of loss and maintain compliance with applicable laws and regulations.

Kerangka kerja pengendalian internal disusun guna memastikan pemenuhan terhadap kecukupan pengendalian keuangan dan operasional, pelaporan keuangan, efektivitas dan efisiensi operasional, serta kepatuhan terhadap hukum dan peraturan yang berlaku. Penerapan sistem pengendaliaan internal Bank telah mengacu kepada 5 (lima) komponen dasar pelaksanaan yang sejalan dengan Pedoman Sistem Pengendalian Intern bagi Bank Umum sebagaimana ditetapkan oleh Otoritas Jasa Keuangan (OJK) melalui Surat Edaran Otoritas Jasa Keuangan (SEOJK) No.35/SEOJK.03/2017 tanggal 7 Juli 2017, dan telah sejalan dengan kerangka COSO dan *Basel Committee – Internal Control*, dengan mencakup 5 (lima) elemen utama yang saling berkaitan dalam sistem pengendalian internal Bank, yaitu pengawasan manajemen dan budaya pengendalian, identifikasi dan penilaian risiko, kegiatan pengendalian dan pemisahan fungsi, sistem akuntansi, informasi dan komunikasi, serta kegiatan pemantauan dan tindakan koreksi penyimpangan/kelemahan.

The internal control framework is structured to ensure compliance with the adequacy of financial and operational controls, financial reporting, operational effectiveness and efficiency, as well as compliance with applicable laws and regulations. The implementation of the Bank's internal control system has referred to 5 (five) basic components of implementation that are in line with the Guidelines for the Internal Control System for Commercial Banks as stipulated by the Financial Services Authority (OJK) through the Financial Services Authority Circular Letter (SEOJK) No.35/SEOJK.03 /2017 dated 7 July 2017, and has been in line with the COSO framework and the Basel Committee – Internal Control, by covering 5 (five) main interrelated elements in the Bank's internal control system, namely management supervision and control culture, risk identification and assessment, activities control and segregation of functions, accounting, information and communication systems, as well as monitoring activities and corrective actions for deviations/weaknesses.

Dewan Komisaris berpendapat bahwa pelaksanaan Sistem pengendalian internal Aladin Bank dengan menerapkan 3 (tiga) lini pertahanan dalam pengendalian internal yang melibatkan unit kerja Divisi Manajemen Risiko dan Divisi Audit Internal telah berjalan dengan cukup baik.

The Board of Commissioners is of the opinion that the implementation of Aladin Bank's internal control system by implementing 3 (three) lines of defense in internal control,which involves work units the Risk Management Division and the Internal Audit Division has gone well.

PANDANGAN ATAS PENERAPAN DAN PENGELOLAAN *WHISTLEBLOWING SYSTEM* (WBS) BANK DAN PERAN DEWAN KOMISARIS DALAM SISTEM TERSEBUT

VIEWS ON THE IMPLEMENTATION AND MANAGEMENT OF THE BANK'S WHISTLEBLOWING SYSTEM (WBS) AND THE ROLE OF THE BOARD OF COMMISSIONERS IN THE SYSTEM

Keberadaan *Whistleblowing System* (WBS) merupakan bagian dari komitmen Aladin Bank untuk menjadikan prinsip GCG sebagai landasan dari setiap aspek operasi dan bisnis Bank sehari-hari. WBS memungkinkan mekanisme pelaporan yang menjamin kerahasiaan pelapor. Penerapan WBS bertujuan untuk mendeteksi dini dan mencegah terhadap terjadinya penyimpangan ataupun pelanggaran dalam setiap aspek kegiatan bisnis Bank. Dalam pandangan Dewan Komisaris, WBS dapat menciptakan iklim kerja yang terbuka, tulus, jujur dan bertanggung jawab di lingkungan Bank. Dewan Komisaris memandang bahwa Aladin Bank senantiasa mendorong partisipasi aktif seluruh Insan Bank untuk melaporkan setiap pelanggaran atau indikasi *fraud* di lingkungan Aladin Bank. Dengan demikian, tujuan WBS untuk mewujudkan lingkungan kerja yang bersih dan berintegritas menjadi lebih efektif dan independen.

The existence of the Whistleblowing System (WBS) is part of Aladin Bank's commitment to make GCG principles the foundation of every aspect of the Bank's daily operations and business. The WBS enables a reporting mechanism that ensures the confidentiality of the reporter. The application of WBS aims to detect early and prevent the occurrence of irregularities or violations in every aspect of the Bank's business activities. In the view of the Board of Commissioners, WBS can create an open, sincere, honest and responsible working climate within the Bank. The Board of Commissioners views that Aladin Bank always encourages the active participation of all Bank personnel to report any violations or indications of fraud within Aladin Bank. Thus, the goal of WBS is to create a clean work environment with integrity to be more effective and independent.

Peran Dewan Komisaris dalam pengelolaan WBS Aladin Bank antara lain untuk melakukan pengawasan guna memastikan terselenggaranya WBS dengan dibantu oleh Komite Audit. Dewan Komisaris bersama dengan Komite Audit dan unit-unit lainnya senantiasa melakukan evaluasi dan melakukan tindak lanjut atas laporan yang diterima.

The role of the Board of Commissioners in managing Aladin Bank's WBS, among others, is to conduct supervision to ensure the implementation of WBS with the assistance of the Audit Committee. The Board of Commissioners together with the Audit Committee and other units always evaluate and follow up on reports received.

Berdasarkan laporan yang diterima Dewan Komisaris, di sepanjang tahun 2021, tidak terdapat karyawan atau Manajemen Bank yang dilaporkan melalui *Whistleblowing System*. Dewan Komisaris berpendapat bahwa penerapan WBS di lingkup Aladin Bank telah berjalan dengan baik. Dewan Komisaris memberikan arahan kepada Direksi agar sosialisasi penerapan WBS terus menerus dilakukan secara berkesinambungan untuk meningkatkan pemahaman dan kepedulian segenap Insan Bank dalam melaporkan tindak pelanggaran, sehingga dapat mewujudkan lingkungan kerja yang bersih dan berintegritas.

PENILAIAN KINERJA KOMITE DI BAWAH DEWAN KOMISARIS

Pelaksanaan tugas dan fungsi Dewan Komisaris dalam mengawasi jalannya pengurusan Bank didukung oleh Komite Audit, Komite Nominasi & Remunerasi, serta Komite Pemantau Risiko. Pelaksanaan tugas Komite-komite di bawah Dewan Komisaris berpedoman pada Piagam Komite masing-masing Komite yang telah disusun. Di setiap awal tahun, komite-komite di bawah Dewan Komisaris menyusun program rencana kerja masing-masing yang digunakan sebagai acuan dalam pelaksanaan tugasnya dalam membantu pelaksanaan tugas Dewan Komisaris, melalui pemantauan, penelaahan/*review* serta pemberian saran atau rekomendasi kepada Dewan Komisaris terhadap hal-hal yang terkait dengan fungsi dan tugas komite-komite yang bersangkutan.

Penilaian kinerja terhadap Komite-komite di bawah Dewan Komisaris dilakukan berdasarkan beberapa hal di bawah ini:

- Tercapainya seluruh Rencana/Program Kerja Komite-komite yang ditetapkan pada awal tahun; serta
- Pelaksanaan Rapat Komite dan tingkat kehadiran anggota Komite.

Di tahun 2021, Dewan Komisaris menilai bahwa komite-komite tersebut telah menjalankan fungsi, tugas, dan tanggung jawab dengan baik, dengan penjelasan sebagai berikut:

- Komite Audit telah melaksanakan fungsi, tugas, dan tanggung jawabnya di antaranya melakukan penelaahan atas informasi keuangan yang akan dikeluarkan Bank kepada publik dan/atau pihak Otoritas. Komite Audit juga melakukan penelaahan atas ketaatan terhadap peraturan perundang-undangan yang berhubungan dengan kegiatan Bank, serta mengevaluasi efektivitas pelaksanaan audit/jasa yang diberikan Kantor Akuntan Publik (KAP), termasuk menelaah independensi dan objektivitas KAP.

Based on reports received by the Board of Commissioners, throughout 2021, there were no employees or Bank Management reported through the Whistleblowing System. The Board of Commissioners is of the opinion that the implementation of WBS in Aladin Bank has been going well. The Board of Commissioners provides direction to the Board of Directors so that the socialization of WBS implementation is carried out continuously in order to increase the understanding and concern of all Bank personnel in reporting violations, so as to create a clean and integrity work environment.

PERFORMANCE ASSESSMENT OF COMMITTEES UNDER THE BOARD OF COMMISSIONERS

The implementation of the duties and functions of the Board of Commissioners in supervising the management of the Bank is supported by the Audit Committee, the Nomination & Remuneration Committee, and the Risk Monitoring Committee. The implementation of the duties of the Committees under the Board of Commissioners is guided by the Committee Charter of each Committee that has been prepared. At the beginning of each year, the committees under the Board of Commissioners prepare their respective work plans which are used as a reference in carrying out their duties in assisting the implementation of the duties of the Board of Commissioners, through monitoring, reviewing/reviewing and providing suggestions or recommendations to the Board of Commissioners on matters matters related to the functions and duties of the committees concerned.

Performance appraisal of the Committees under the Board of Commissioners is carried out based on the following points:

- The achievement of all Committees' Work Plans/ Programs set at the beginning of the year; as well as
- Implementation of Committee Meetings and level of attendance of Committee members.

In 2021, the Board of Commissioners considers that these committees have carried out their functions, duties and responsibilities well, with the following explanations:

- The Audit Committee has carried out its functions, duties and responsibilities, including reviewing financial information to be issued by the Bank to the public and/ or the authorities. The Audit Committee also reviews compliance with laws and regulations related to the Bank's activities, as well as evaluates the effectiveness of the audit/services provided by the Public Accounting Firm (KAP), including examining the independence and objectivity of KAP.

- Komite Nominasi dan Remunerasi juga telah melaksanakan fungsi, tugas dan tanggung jawab pengawasannya terhadap pelaksanaan kebijakan nominasi dan remunerasi pada setiap tingkatan organisasi, mulai dari Dewan Komisaris, Direksi dan pegawai sesuai dengan ketentuan yang berlaku.
- Komite Pemantau Risiko telah memberikan dukungan kepada Dewan Komisaris terkait pelaksanaan tugas dan tanggung jawab penerapan manajemen risiko di Bank.

Dewan Komisaris menyampaikan apresiasinya atas kinerja dan pelaksanaan tugas yang telah ditunjukkan oleh seluruh komite. Dukungan dari komite menjadi dasar bagi Dewan Komisaris untuk dapat memberikan masukan secara formal kepada Direksi untuk terus meningkatkan pengelolaan Bank.

- The Nomination and Remuneration Committee has also carried out its supervisory functions, duties and responsibilities on the implementation of nomination and remuneration policies at every level of the organization, starting from the Board of Commissioners, Directors and employees in accordance with applicable regulations.
- The Risk Monitoring Committee has provided support to the Board of Commissioners regarding the implementation of the duties and responsibilities of implementing risk management in the Bank.

The Board of Commissioners expresses its appreciation for the performance and implementation of tasks that have been shown by all committees. The support from the committee becomes the basis for the Board of Commissioners to be able to provide formal input to the Board of Directors to continuously improve the management of the Bank.

PERUBAHAN SUSUNAN DAN KOMPOSISI DEWAN KOMISARIS DI TAHUN 2021

Per 31 Desember 2021, Dewan Komisaris Bank telah sesuai dengan ketentuan dalam Peraturan Bank Indonesia No. 11/33/PBI/2009 tanggal 7 Desember 2009 tentang Pelaksanaan *Good Corporate Governance* bagi Bank Umum Syariah dan Unit Usaha Syariah. Di mana pada tahun 2021, terdapat perubahan susunan Dewan Komisaris melalui Keputusan Rapat Umum Pemegang Saham (RUPS) Luar Biasa tanggal 7 April 2021 dan Keputusan Rapat Umum Pemegang Saham (RUPS) Tahunan tanggal 29 Juli 2021. Adapun susunan Dewan Komisaris di sepanjang tahun 2021 adalah sebagai berikut:

CHANGES IN THE COMPOSITION AND COMPOSITION OF THE BOARD OF COMMISSIONERS IN 2021

As of December 31, 2021, the Company's Board of Commissioners Bank is in accordance with the provisions of Bank Indonesia Regulation No. 11/33/PBI/2009 dated December 7, 2009 concerning the Implementation of Good Corporate Governance for Sharia Commercial Banks and Sharia Business Units. Where in 2021, there will be a change in the composition of the Board of Commissioners through the Resolution of the Extraordinary General Meeting of Shareholders (GMS) on 7 April 2021 and the Decision of the Annual General Meeting of Shareholders (GMS) on 29 July 2021. Composition of the Board of Commissioners as of December 31, 2021 are as follows:

Komposisi dan Susunan Dewan Komisaris per 31 Desember 2021
Chronology of Changes in the Composition of the Board of Commissioners Throughout 2021

Nama Name	**Jabatan** Position	**Dasar Pengangkatan** Basis of Appointment
Nurdiaz Alvin Pattisahusiwa**	Presiden Komisaris President Commissioner	RUPS Luar Biasa tanggal 7 April 2021 sebagaimana telah tertuang dalam Akta Pernyataan Keputusan RUPS Luar Biasa No. 11 tanggal 7 April 2021 Extraordinary GMS on April 7, 2021 as stated in the Deed of Resolution of the Extraordinary GMS No. 11 April 7, 2021
Ationo Teguh Basuki	Komisaris Commissioner	RUPS Luar Biasa tanggal 7 April 2021 sebagaimana telah tertuang dalam Akta Pernyataan Keputusan RUPS Luar Biasa No. 11 tanggal 7 April 2021 Extraordinary GMS on April 7, 2021 as stated in the Deed of Resolution of the Extraordinary GMS No. 11 April 7, 2021
Fransisca Ekawati	Komisaris Independen Independent Commissioner	RUPS Sirkuler tanggal 31 Januari 2020 sebagaimana telah tertuang dalam Akta Pernyataan Keputusan RUPS Sirkuler No. 19 tanggal 31 Januari 2020 Circular GMS on January 31, 2020 as stated in the Deed of Circular GMS Resolution No. 19 January 31, 2020
Rudy Hamdani*	Komisaris Independen Independent Commissioner	RUPS Tahunan tanggal 29 Juli 2021 sebagaimana telah tertuang dalam Akta Pernyataan Keputusan RUPS Tahunan No. 56 tanggal 29 Juli 2021 Annual GMS on July 29, 2021 as stated in the Deed of Decision of the Annual GMS No. 56 July 29, 2021

*) Telah lulus *fit and proper test* dan telah memperoleh persetujuan dari Otoritas Jasa Keuangan (OJK) pada tanggal 18 Februari 2022, dan menggantikan Nurdiaz Alvin Pattisahusiwa yang mengundurkan diri pada 10 Februari 2022
**) Mengundurkan diri terhitung sejak tanggal 10 Februari 2022
*) Has passed the fit and proper test and has obtained approval from the Financial Services Authority (OJK) on February 18, 2022, and replaced Nurdiaz Alvin Pattisahusiwa who resigned on February 10, 2022
**) Resigned as of Februari 10, 2022

Pada awal 2022, kembali terjadi perubahan susunan Dewan Komisaris Perseroan. Sampai dengan laporan ini diterbitkan , Dewan Komisaris Perseroan terdiri dari 3 (tiga) orang berdasarkan pada akta no 56, tanggal 21 Februari 2022, yaitu sebagai berikut:

Presiden Komisaris (Independen)	: Rudy Hamdani
Komisaris	: Ationo Teguh Basuki
Komisaris Independen	: Fransisca Ekawati

In 2022, there are Board of Commissioner Composition changes. Until this Annual Report published, there are 3 (three) Board of Commissioner based on Deed no. 56, dated 21 February 2022 as follow:

President Commissioner (Independent)	: Rudy Hamdani
Commissioner	: Ationo Teguh Basuki
Independent Commissioner	: Fransisca Ekawati

PENUTUP

Kepada seluruh Pemegang Saham dan investor, Dewan Komisaris menghaturkan rasa terima kasih atas kepercayaan yang telah diberikan. Demikian pula kepada regulator dan para Pemangku Kepentingan, Dewan Komisaris menyampaikan rasa terima kasih sebesar-besarnya atas dukungan yang telah diberikan. Kepada Direksi dan seluruh Insan Bank, izinkan Dewan Komisaris menyampaikan rasa bangga atas sinergi yang telah tercipta. Semoga hubungan yang harmoni ini mampu menjadi dasar bagi Aladin Bank untuk terus tumbuh secara berkelanjutan, dan mampu terus memberikan nilai tambah kepada Pemegang Saham dan segenap Pemangku Kepentingan.

CLOSING

To all Shareholders and investors, the Board of Commissioners expresses gratitude for the trust that has been given. Likewise, to the regulators and stakeholders, the Board of Commissioners expresses its deepest gratitude for the support that has been given. To the Board of Directors and all Bank personnel, allow the Board of Commissioners to express their pride in the synergy that has been created. Hopefully this harmonious relationship will be able to become the basis for Aladin Bank to continue to grow sustainably, and be able to continue to provide added value to Shareholders and all Stakeholders.

Jakarta, 28 April 2022
Jakarta, April 28, 2022
Atas nama Dewan Komisaris PT Bank Aladin Syariah Tbk
On behalf of the Board of Commissioners of PT Bank Aladin Syariah Tbk

Ationo Teguh Basuki
Komisaris
Commissioner

Fransisca Ekawati
Komisaris Independen
Independent Commissioner

Laporan Direksi
Board of Directors' Report

Dyota Mahottama Marsudi
Presiden Direktur
President Director

Assalamu'alaikum warahmatullahi wabarakatuh

Pemegang Saham dan Pemangku Kepentingan yang kami hormati,
Dear Shareholders and Stakeholders,

Dengan memanjatkan puji dan syukur ke hadirat Allah Subhanahu wa Ta'ala, atas rahmat dan karunia yang diberikan, sehingga PT Bank Aladin Syariah Tbk, dapat melalui tahun 2021 yang penuh tantangan ini dengan capaian yang cukup baik. Di tengah tahun yang penuh tantangan, 2021 juga menjadi babak baru bagi Aladin Bank seiring dengan transformasi bisnis Bank menjadi bank syariah digital terdepan di Indonesia.

Selanjutnya, izinkan kami untuk dapat menyampaikan Laporan Tahunan Aladin Bank Syariah untuk tahun buku 2021, sebagai bentuk pertanggungjawaban kami kepada para Pemegang Saham dan seluruh Pemangku Kepentingan lainnya, dalam menjalankan kepengurusan Bank sepanjang tahun 2021.

By expressing praise and gratitude to Allah Subhanahu wa Ta'ala, for the grace and blessings given, so that PT Bank Aladin Syariah Tbk, can go through the year of 2021 which is full of challenges with good achievements. In the midst of a challenging year, 2021 will also be a new chapter for Aladin Bank along with the Bank's business transformation into a leading digital Islamic bank in Indonesia.

Furthermore, allow us to submit the Aladin Bank Annual Report for the 2021 financial year, as a form of our accountability to the Shareholders and all other Stakeholders, in carrying out the management of the Bank throughout 2021.

TINJAUAN EKONOMI DAN INDUSTRI

Kondisi perekonomian global maupun nasional dan industri di tahun 2021 kembali mengalami tekanan, seiring dengan hadirnya varian baru dari *Corona Virus Disease* 2019 (COVID-19), yakni varian Delta yang terindikasi muncul di India pada April 2021 dan terus menyebar dengan sangat cepat ke hampir seluruh negara di dunia. Kondisi tersebut, secara tidak langsung cukup berdampak terhadap kinerja Bank di sepanjang tahun 2021.

Pada Semester pertama 2021, negara-negara di dunia optimis akan pemulihan ekonomi global di tahun 2021. Hal tersebut tercermin dari capaian pertumbuhan ekonomi pada negara-negara di dunia di triwulan II-2021, seperti Tiongkok yang tumbuh positif sebesar 7,9% *year-on-year* (*yoy*), Amerika Serikat tumbuh sebesar 12,2% (*yoy*), zona Eropa tumbuh sebesar 14,3% (*yoy*) dan Jepang tumbuh sebesar 7,5% (*yoy*). Perekonomian Indonesia sendiri tumbuh cukup tinggi sebesar 7,07% (*yoy*) pada triwulan II-2021 atau jauh lebih baik dari triwulan I-2021 yang masih terkontraksi sebesar 0,71% (yoy). Momentum pemulihan ekonomi global pada semester pertama 2021 kemudian tertahan oleh ledakan kasus COVID-19 varian Delta yang memaksa banyak negara kembali melakukan pembatasan mobilitas masyarakat, yang berdampak pada perlambatan perekonomian. Pada triwulan III-2021, pertumbuhan ekonomi Tiongkok tumbuh melambat menjadi 4,9% (*yoy*), Amerika Serikat sebesar 4,9% (*yoy*), zona Eropa sebesar 3,9% (*yoy*) dan Jepang tumbuh sebesar 1,2% (*yoy*), sementara Indonesia tumbuh melambat sebesar 3,51% (*yoy*).

ECONOMIC AND INDUSTRY OVERVIEW

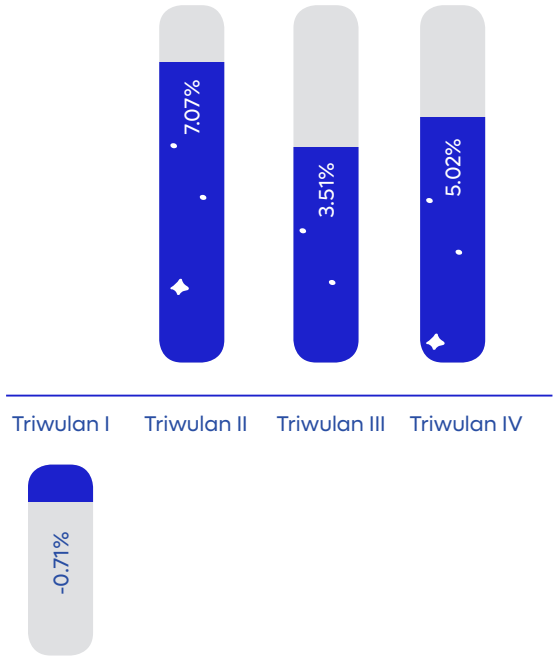
Global and national and industrial economic conditions in 2021 are under pressure again, along with the presence of a new variant of Corona Virus Disease 2019 (COVID-19), namely the Delta variant which is indicated to appear in India in April 2021 and continues to spread very quickly to almost all parts of the world. countries in the world. This condition, indirectly has quite an impact on the Bank's performance throughout 2021.

In the first semester of 2021, countries in the world are optimistic about the global economic recovery in 2021. This is reflected in the achievement of economic growth in countries in the world in the second quarter of 2021, such as China which grew positively by 7.9% year-on-year. on-year (yoy), the United States grew by 12.2% (yoy), the European zone grew by 14.3% (yoy) and Japan grew by 7.5% (yoy). Indonesia's economy itself grew quite high at 7.07% (yoy) in quarter II-2021 or much better than quarter I-2021 which was still contracting at 0.71% (yoy). The momentum for global economic recovery in the first half of 2021 was then restrained by the explosion of cases of the Delta variant of COVID-19, which forced many countries to again restrict people's mobility, which resulted in an economic slowdown. In the third quarter of 2021, China's economic growth slowed to 4.9% (yoy), the United States at 4.9% (yoy), the European zone at 3.9% (yoy) and Japan grew by 1.2% (yoy), while Indonesia's growth slowed by 3.51% (yoy).

Selain menerapkan pembatasan mobilitas masyarakat, program percepatan vaksinasi pun terus ditingkatkan untuk meredam laju penyebaran COVID-19 varian Delta. Hasilnya, pada triwulan IV-2021, sejumlah negara mencatatkan pertumbuhan ekonomi, di mana Indonesia sendiri mengalami pertumbuhan yang mencapai 5,02% (*yoy*). Kinerja positif tersebut sejalan dengan proses pemulihan aktivitas ekonomi domestik pasca merebaknya COVID-19 varian Delta, baik dari sisi pengeluaran maupun lapangan usaha. Dengan perkembangan tersebut, ekonomi Indonesia secara keseluruhan untuk tahun 2021 tumbuh sebesar 3,69% (*yoy*), jauh meningkat dari kinerja tahun sebelumnya yang terkontraksi 2,07% (*yoy*). Ke depan, perekonomian domestik diprakirakan tumbuh lebih tinggi pada tahun 2022, didukung oleh akselerasi vaksinasi, pembukaan ekonomi yang semakin meluas, dan berlanjutnya stimulus kebijakan Bank Indonesia (BI), Pemerintah, dan otoritas terkait lainnya.

In addition to implementing restrictions on community mobility, the vaccination acceleration program continues to be improved to reduce the spread of the Delta variant of COVID-19. As a result, in quarter IV-2021, a number of countries recorded economic growth, where Indonesia itself experienced growth that reached 5.02% (yoy). This positive performance is in line with the process of recovering domestic economic activity after the outbreak of the Delta variant of COVID-19, both in terms of expenditure and business fields. With these developments, the Indonesian economy as a whole for 2021 grew by 3.69% (yoy), much higher than the previous year's performance which contracted 2.07% (yoy). Looking ahead, the domestic economy is predicted to grow even higher in 2022, supported by accelerated vaccinations, wider economic openings, and continued policy stimulus from Bank Indonesia (BI), the Government, and other relevant authorities.

Pertumbuhan Ekonomi Indonesia per Triwulan Tahun 2021
Indonesian economic growth per Quarter Year 2021



Pertumbuhan Ekonomi Indonesia 2017-2021
Indonesian economic growth 2017-2021

Sumber: Badan Pusat Statistik (BPS)
Source: Central Bureau of Statistics (BPS)

Seiring dengan pertumbuhan ekonomi Indonesia, industri perbankan nasional pun melanjutkan perbaikan secara bertahap. Sejalan dengan kembali meningkatnya aktivitas masyarakat yang didukung oleh relaksasi standar penyaluran kredit, khususnya untuk kredit investasi dan modal kerja, pada Desember 2021 tingkat pertumbuhan kredit yang mencapat 5,24% (*yoy*). Menutup tahun 2021, rasio kecukupan modal (*Capital Adequacy Ratio*/CAR)

Along with Indonesia's economic growth, the national banking industry continues to improve gradually. In line with the increase in community activity, supported by the relaxation of credit disbursement standards, especially for investment credit and working capital, in December 2021 the credit growth rate reached 5.24% (yoy). Closing 2021, the banking capital adequacy ratio (CAR) is maintained at the level of 25.67%, with a non-performing loan (NPL) ratio of

perbankan tetap terjaga di level 25,67%, dengan rasio kredit bermasalah (*Non Performing Loan*/NPL) sebesar 3,00% (bruto) dan 0,88% (neto). Ke depannya, penguatan sinergi kebijakan antara Pemerintah, Bank Indonesia dan otoritas lainnya di sektor keuangan diharapkan dapat semakin mendorong peningkatan kredit dan pembiayaan perbankan kepada dunia usaha.

3.00% (gross) and 0.88% (net). Going forward, strengthening policy synergy between the Government, Bank Indonesia and other authorities in the financial sector is expected to further encourage increased credit and bank financing to the business world.

Sementara itu, BI dalam publikasinya mencatat, sejalan dengan perkembangan ekonomi nasional, ekonomi syariah dalam negeri juga tumbuh menguat pada paruh awal tahun 2021, sebelum kembali terhambat dengan merebaknya varian delta pada triwulan III-2021. Namun, di tengah merebaknya varian baru tersebut, ekonomi syariah yang diwakili oleh sektor unggulan *halal value chain*, tetap tumbuh positif didorong kinerja sektor pertanian dan sektor makanan dan minuman halal. Sejalan dengan kebutuhan perkembangan usaha syariah tersebut, pembiayaan syariah baik di sektor Pemerintah maupun publik juga terus tumbuh, bahkan industri perbankan syariah tumbuh lebih tinggi dibandingkan perbankan secara total.

Meanwhile, BI in its publication noted, in line with national economic developments, the domestic sharia economy also grew stronger in the early half of 2021, before being hampered again by the spread of the delta variant in the third quarter of 2021. However, in the midst of the spread of the new variant, the sharia economy, which is represented by the leading sector of the halal value chain, continues to grow positively driven by the performance of the agricultural sector and the halal food and beverage sector. In line with the development needs of the sharia business, sharia financing in both the government and public sectors also continues to grow, even the sharia banking industry grows higher than banking in total.

Sampai dengan Oktober 2021, BI mencatat penyaluran pembiayaan perbankan syariah menunjukkan pertumbuhan melampaui periode satu tahun sebelumnya. Pertumbuhan tersebut meningkat sebesar 7,86% (*yoy*) melampaui penyaluran kredit dan pembiayaan perbankan nasional yang tumbuh sebesar 3,26% (*yoy*). Sementara itu, pembiayaan perbankan syariah kepada UMKM tumbuh konsisten seiring dengan proses pemulihan ekonomi nasional. Pada Oktober 2021, pembiayaan UMKM meningkat 8,98% (*yoy*) menjadi Rp75,07 triliun yang didorong oleh berbagai kebijakan penyaluran pembiayaan kepada UMKM terdampak pandemi COVID-19 sebagai bentuk komitmen perbankan syariah dalam mendukung UMKM yang juga bagian dari penerapan nilai-nilai ekonomi syariah.

Until October 2021, BI noted that the distribution of Islamic banking financing showed growth exceeding the previous one year period. This growth increased by 7.86% (yoy) exceeding the national banking credit distribution and financing which grew by 3.26% (yoy). Meanwhile, Islamic banking financing to MSMEs grew consistently in line with the national economic recovery process. In October 2021, MSME financing increased 8.98% (yoy) to Rp75.07 trillion, which was driven by various policies for distributing financing to MSMEs affected by the COVID-19 pandemic as a form of sharia banking commitment to support MSMEs which is also part of the application of economic values. sharia.

Sementara itu, transformasi digital perbankan dan penggunaan uang elektronik oleh bank digital yang bekerja sama dengan *e-commerce* membuat penetrasi pembayaran *digital* semakin menarik bagi masyarakat disamping sifat kemudahan yang dimiliki oleh metode tersebut. Adanya perubahan perilaku masyarakat dalam melakukan aktivitas transaksi secara *online*, mempercepat proses digitalisasi ekonomi nasional. Hal tersebut seiring dengan ditetapkannya kembali pembatasan mobilitas yang meningkatkan tren transaksi produk halal melalui *e-commerce marketplace* dengan nilai mencapai Rp12,18 triliun sepanjang Januari hingga Oktober 2021, atau meningkat 62,22% dibandingkan pada periode yang sama pada tahun 2020. Dan ke depannya, baik transaksi maupun pembiayaan digital berbasis syariah diproyeksikan akan semakin bertumbuh. Hal ini tentu saja, menjadi sebuah peluang bagi Aladin Bank dalam mengembangkan fokus bisnis ke depan, untuk menjadi bank syariah digital terdepan di Indonesia

Meanwhile, the digital transformation of banking and the use of electronic money by digital banks in collaboration with e-commerce have made digital payment penetration more attractive to the public despite the convenience of this method. There is a change in people's behavior in conducting online transaction activities, accelerating the process of digitizing the national economy. This is in line with the re-establishment of mobility restrictions that increase the trend of halal product transactions through e-commerce marketplaces with a value reaching Rp. 12.18 trillion from January to October 2021, or an increase of 62.22% compared to the same period in 2020. And going forward, both transactions and sharia-based digital financing are projected to grow. This, of course, is an opportunity for Aladin Bank to develop a future business focus, to become the leading digital Islamic bank in Indonesia.

INISIATIF STRATEGIS BANK TAHUN 2021

Masih berlangsungnya pandemi COVID-19 di sepanjang tahun 2021, terlebih dengan kehadiran varian baru dari COVID-19, menjadi tantangan yang dapat berpengaruh pada seluruh aktivitas perekonomian nasional, termasuk aktivitas bisnis industri perbankan. Perlambatan gerak roda perekonomian akibat pandemi telah berdampak negatif pula pada kualitas dan pertumbuhan pembiayaan. Risiko kredit dari penyaluran pembiayaan pun bertambah tinggi. Di sisi lain, pandemi telah menciptakan perubahan besar pada perilaku masyarakat, termasuk semakin terbiasa dengan pemanfaatan teknologi digital. Hal tersebut mendorong kebutuhan layanan perbankan digital menjadi semakin tinggi. Hal ini tentu saja menimbulkan tantangan persaingan dari *digital bank*, namun sekaligus menghadirkan peluang untuk memberikan layanan yang inovatif berbasis digital kepada nasabah.

Sementara itu, dengan memperhatikan tantangan dan peluang ke depan, Aladin Bank menyadari bahwa dibutuhkan kebijakan strategis dalam rangka menjaga eksistensi dan kinerja Bank yang berkualitas dan berkelanjutan. Salah satu langkah besar yang dilakukan Bank adalah dengan melakukan penguatan struktur permodalan melalui penawaran umum perdana (*Initial Public Offering*/IPO) yang telah dilakukan pada 1 Februari 2021, setelah memperoleh pernyataan efektif dari Otoritas Jasa Keuangan (OJK) dengan surat No. S-8/D.04/2021 tanggal 22 Januari 2021. Aksi IPO yang dilakukan Bank pun mendapatkan apresiasi yang cukup positif dan menambah kepercayaan diri Bank untuk terus melangkah maju ke depan. Kemudian, setelah remi menjadi Perusahaan Terbuka, pada April 2021, dilakukan perubahan nama dari PT Bank Net Indonesia Syariah Tbk menjadi PT Bank Aladin Syariah Tbk pada 3 Juni 2021 guna merangkul seluruh lapisan masyarakat melalui pendekatan digitalisasi.

Salah satu kebijakan paling strategis lainnya yang dilakukan Aladin Bank di tahun 2021 adalah dengan merubah *core bussiness* Bank dari yang sebelumnya berfokus pada segmen *corporate banking* menjadi bank yang berfokus pada segmen ritel, dengan mengedepankan layanan perbankan digital. Arah kebijakan strategis tersebut telah sesuai dengan visi dan misi Bank dan telah mendapatkan persetujuan dari para Pemegang Saham. Hal ini juga sejalan dengan prospek *digital bank* yang diprediksi akan semakin meningkat ke depannya, seiring dengan telah semakin terbiasanya masyarakat akan pengunaan *smart phone* yang berdampak terhadap semakin tingginya tingkat kebutuhan masyarakat akan layanan perbankan yang dapat memberikan kemudahan akses.

Selain itu, layanan perbankan digital juga merupakan jawaban untuk membantu Pemerintah dalam melakukan inklusi keuangan. Karena dengan pemanfaatan *digital bank*, sebagian lapisan masyarakat yang tadinya tidak bisa mendapatkan layanan keuangan, akan dapat terlayani dengan mudah. Khususnya lapisan masyarakat yang

BANK STRATEGIC INITIATIVES IN 2021

The ongoing COVID-19 pandemic throughout 2021, especially with the presence of a new variant of COVID-19, is a challenge that can affect all national economic activities, including banking industry business activities. The slowdown in the economy due to the pandemic has also had a negative impact on the quality and growth of financing. Credit risk from disbursement of financing also increased. On the other hand, the pandemic has created major changes in people's behavior, including getting used to the use of digital technology. This encourages the need for digital banking services to become higher. This of course poses a competitive challenge from digital banks, but at the same time presents an opportunity to provide innovative digital-based services to customers.

Meanwhile, by taking into account the challenges and opportunities ahead, Aladin Bank realizes that strategic policies are needed in order to maintain the existence and performance of a quality and sustainable Bank. One of the major steps taken by the Bank was to strengthen the capital structure through an Initial Public Offering (IPO) which was conducted on February 1, 2021, after obtaining an effective statement from the Financial Services Authority (OJK) with letter No. S-8/D.04/2021 dated January 22, 2021. The IPO action carried out by the Bank also received a positive appreciation and increased the Bank's confidence to continue moving forward. Then, after playing as a Public Company, in April 2021, a name change was made from PT Bank Net Indonesia Syariah Tbk to PT Bank Aladin Syariah Tbk on June 3, 2021, in order to embrace all levels of society through a digitalization approach.

One of the other most strategic policies carried out by Aladin Bank in 2021 is to change the Bank's core business from previously focusing on the corporate banking segment to digital banking which focuses on the retail segment. The strategic policy direction is in accordance with the Bank's vision and mission and has been approved by the Shareholders. This is also in line with the prospect of digital banks which are predicted to increase in the future, as people are getting used to the use of smart phones which has an impact on the increasing level of public need for banking services that can provide easy access.

In addition, digital banking services are also the answer to assist the Government in carrying out financial inclusion. Because with the use of digital banks, some layers of society who previously could not get financial services, will be able to be served easily. This is particularly the case for people who previously had no access to financial services

sebelumnya tidak mendapat akses layanan keuangan sama sekali (*unbanked*) ataupun masyarakat yang telah mendapatkan akses layanan keuangan namun masih terbatas (*underbanked*). Kedua segmen ini, yang akan menjadi target fokus Aladin Bank dalam mengembangkan bisnis yang mengedepankan layanan perbankan digital. Di samping itu, dengan terlayaninya masyarakat yang termasuk *unbanked* ataupun *underbanked*, diharapkan kegiatan perekonomian di Indonesia akan semakin lancar, sehingga inklusi keuangan akan semakin cepat terwujud.

(unbanked) or those who had access to financial services but were still limited (underbanked). These two segments will be Aladdin Bank's focus targets in developing a business that prioritizes digital banking services. In addition, with the service of the unbanked or underbanked community, it is hoped that economic activities in Indonesia will be smoother, so that financial inclusion will be realized more quickly.

Adapun strategi yang dilakukan Aladin Bank dalam rangka mendukung kebijakan strategis yang telah ditetapkan Bank di tahun 2021, adalah fokus pada hal-hal sebagai berikut:

1. Pengembangan model bisnis layanan perbankan digital, termasuk pengembangan produk dan fitur, serta perizinan regulator;
2. Pengembangan teknologi informasi dan infrastruktur pendukung lainnya;
3. Penyempurnaan struktur organisasi dan pemenuhan Sumber Daya Manusia (SDM); dan
4. Membangun sinergi melalui kemitraan dengan mitra bisnis.

The strategy carried out by Aladin Bank in order to support the strategic policies that have been set by the Bank in 2021, is to focus on the following matters:

1. Development of a digital banking service business model, including product and feature development, as well as regulatory licensing;
2. Development of information technology and other supporting infrastructure;
3. Improvement of the organizational structure and fulfillment of Human Resources (HR); and
4. Build synergies through partnerships with business partners.

Manajemen berpendapat, bahwa strategi atas kebijakan strategis yang telah ditetapkan di tahun 2021 telah sesuai dengan tujuan serta visi dan misi Bank, serta telah mengakomodir kepentingan para Pemegang Saham dan pemangku kepentingan lainnya. Aladin Bank berkomitmen untuk memberikan pelayanan yang terbaik sebagai "Bank Syariah Masa Depan" untuk seluruh lapisan masyarakat.

Management believes that the strategy for the strategic policies that have been set in 2021 is in accordance with the goals and vision and mission of the Bank, and has accommodated the interests of the Shareholders and other stakeholders. Aladin Bank is committed to providing the best service as a "Sharia Bank of the Future" for all levels of society.

PERANAN DIREKSI DALAM PERUMUSAN KEBIJAKAN STRATEGIS DAN DALAM MEMASTIKAN IMPLEMENTASI STRATEGI BANK

THE ROLE OF THE BOARD OF DIRECTORS IN THE FORMULATION OF STRATEGIC POLICIES AND IN ENSURING THE IMPLEMENTATION OF THE BANK'S STRATEGY

Sebagai organ perusahaan yang berwenang dan bertanggung jawab penuh atas kepengurusan Bank, Direksi telah berperan strategik dalam merumuskan kebijakan strategis untuk tahun 2021, dengan mengarahkan dan memimpin setiap Direktorat yang dimiliki Aladin Bank Syariah untuk mencapai tujuan Bank. Proses perumusan kebijakan stretegis dilakukan secara *bottom up,* di mana Direksi meminta pada setiap Direktorat dengan dibantu oleh jajarannya, untuk menyusun strategi dan target pencapaian untuk tahun buku. Hal ini tentunya dengan mempertimbangkan asumsi eksternal dan internal serta kepentingan para pemegang saham dan pemangku kepentingan lainnya yang bertujuan untuk menjaga dan meningkatkan kinerja Bank yang berkelanjutan.

As a company organ that is authorized and fully responsible for the management of the Bank, the Board of Directors has played a strategic role in formulating strategic policies for 2021, by directing and leading each Directorate owned by Aladin Bank to achieve the Bank's goals. The process of formulating strategic policies is carried out on a bottom-up basis, where the Board of Directors asks each Directorate, assisted by their staff, to formulate strategies and achievement targets for the financial year. This is of course taking into account external and internal assumptions as well as the interests of the shareholders and other stakeholders aimed at maintaining and improving the Bank's sustainable performance.

Di samping itu, masing-masing Direktorat juga mengadakan rapat bersama dengan jajarannya, yang bertujuan untuk memetakan tantangan dan peluang yang ada, kemudian mencanangkan target dan arah stretegi untuk kemudian disampaikan kepada Direksi. Setelah itu,

In addition, each Directorate also holds a joint meeting with its staff, which aims to map out the challenges and opportunities that exist, then plan targets and strategic directions to be submitted to the Board of Directors. After that, the Board of Directors determines the visions

Direksi menentukan visi-misi yang relevan dengan target, strategi, dan perkembangan bisnis Bank. Kemudian, Direksi mempresentasikannya pada rapat bersama dengan Dewan Komisaris, serta meminta persetujuan Dewan Komisaris atas kebijakan strategis Bank.

Sementara, untuk memastikan implementasi dari kebijakan strategis yang telah disetujui oleh Dewan Komisaris tersebut, telah sesuai dengan apa yang telah ditetapkan, maka target-target yang diberikan kepada Manajemen maupun setiap Direkorat dituangkan ke dalam *Key Performance Indicator* (KPI) Manajemen maupun masing-masing Direktorat.

Direksi memiliki peran yang sangat stratejik dalam memastikan kebijakan strategi Bank yang telah ditetapkan, telah dilaksanakan sesuai rencana. Salah satunya adalah melalui rapat koordinasi dan evaluasi dengan setiap Direktorat untuk memastikan bahwa implementasi strategi yang telah dilakukan, sesuai dengan arah kebijakan Bank. Selain itu, Direksi juga senantiasa melakukan *monitoring* atas implementasi strategi Bank, dengan dibantu oleh Komite-Komite di bawah Direksi, yakni Komite Pengarah Teknologi Informasi atau *Information Technology Steering Committee* (ITSC), Komite Aset dan Liabilitas atau *Assets & Liabilities Committee* (ALCO), Komite Manajemen Risiko atau *Risk Management Committee* (RMC), dan Komite Pembiayaan atau *Credit Committee* (CC).

PENCAPAIAN KINERJA BANK TAHUN 2021

Di tengah berbagai tantangan yang dihadapi di sepanjang tahun 2021, secara umum kinerja Aladin Bank pada tahun 2021 telah sesuai dengan target yang dicanangkan oleh Manajemen. Dimana Aladin Bank mampu membukukan nilai aset sebesar Rp2,17 triliun di tahun 2021 atau meningkat 201,25% dibanding tahun sebelumnya, atau mencapai 88,11% terhadap target yang telah ditetapkan dalam Rencana Bisnis Bank (RBB) Tahun 2021.

Hingga akhir tahun 2021, Aladin Bank masih belum melakukan ekspansi bisnis, khususnya dalam penyaluran pembiayaan baru kepada masyarakat. Hal ini mempertimbangkan kesiapan infrastruktur pendukung maupun kondisi perekonomian nasional yang berpotensi mempengaruhi paparan risiko akibat dari perlambatan ekonomi. Dengan adanya deviasi atas rencana penyaluran pembiayaan, maka Bank tidak dapat mencapai target pendapatan operasional dari pendapatan atas penyaluran dana, sehingga mempengaruhi pencapaian kinerja keuangan Bank di akhir 2021. kinerja keuangan untuk posisi per Desember 2021 Aladin Bank mencatatkan kerugian tahun berjalan sebesar Rp131,22 miliar atau mencapai 97,94% terhadap target. Pencapaian tersebut mempengaruhi rasio-rasio profitabilitas Bank, seperti *Return on Equity* (ROE) dan *Return on Asset* (ROA) yang masing-masing mencapai -11,69% dan -10,21%. Sementara pada Perubahan RBB 2021, Bank menargetkan ROE pada -11,65% dan ROA pada -7,93%.

and missions that are relevant to the Bank's targets, strategies and business developments. Then, the Board of Directors presents it at a joint meeting with the Board of Commissioners, and asks for approval from the Board of Commissioners on the Bank's strategic policies.

Meanwhile, to ensure the implementation of the strategic policies that have been approved by the Board of Commissioners, are in accordance with what has been set, the targets given to the Management and to each Directorate are set out in the Key Performance Indicators (KPI) of Management and each Directorate. .

The Board of Directors has a very strategic role in ensuring that the Bank's strategic policies that have been set have been implemented according to plan. One of them is through coordination and evaluation meetings with each Directorate to ensure that the implementation of the strategies that have been carried out is in accordance with the direction of the Bank's policies. In addition, the Board of Directors also continuously monitors the implementation of the Bank's strategy, assisted by the Committees under the Board of Directors, namely the Information Technology Steering Committee (ITSC), the Assets and Liabilities Committee (ALCO), Risk Management Committee (RMC), and Financing Committee or Credit Committee (CC).

BANK PERFORMANCE ACHIEVEMENTS IN 2021

In the midst of various challenges faced throughout 2021, in general the performance of Aladin Bank Syariah in 2021 has been in accordance with the targets set by the Management. Where Aladin Bank was able to record an asset value of Rp2.17 trillion in 2021, an increase of 201.25% compared to the previous year, or reached 88.11% of the target set in the Bank's Business Plan (RBB) 2021.

Until the end of 2021, Aladin Bank still has not expanded its business, especially in the distribution of new financing to the public. This takes into account the readiness of supporting infrastructure and national economic conditions that have the potential to affect risk exposure due to the economic slowdown. With the deviation from the financing distribution plan, the Bank was unable to achieve the target of operating income from income from disbursement of funds, thus affecting the achievement of the Bank's financial performance at the end of 2021. Financial performance for the position as of December 2021 Aladin Bank recorded a loss for the year of Rp. 131.22 billion or achieve 97,94% of the target. This achievement affected the Bank's profitability ratios, such as Return on Equity (ROE) and Return on Assets (ROA) which reached -11.69% and -10.21%, respectively. Meanwhile in the 2021 RBB Change, the Bank targets ROE at -11.65% and ROA at -7.93%.

Di sisi lain, Aladin Bank tetap berupaya mengoptimalkan pendapatan operasional melalui penempatan dana pada instrumen keuangan yang berisiko rendah, seperti sukuk ritel, sukuk negara, sukuk Bank Indonesia, dan FASBIS. Total penempatan dana pada surat berharga per 31 Desember 2021 adalah sebesar Rp901,27 miliar dan penempatan pada Bank Indonesia (BI) adalah sebesar Rp1,16 triliun. Sementara pada sisi penghimpunan dana, hingga akhir Desember 2021 total Dana Pihak Ketiga (DPK) adalah sebesar Rp1,04 triliun atau jauh lebih tinggi dibandingkan dengan target pada Perubahan RBB 2021 yang sebesar Rp200,59 miliar.

Sementara itu, dalam hal penerbitan produk dan aktivitas baru untuk layanan perbankan digital dengan produk *mobile banking* dan kartu debit/kartu ATM, Aladin Bank telah menerima persetujuan dan telah dicatatkan oleh OJK, sesuai dengan Surat No. S-100/PB.34 tanggal 5 Juli 2021. Selain itu, Bank juga telah mendapatkan persetujuan sebagai Penyedia Jasa Pembayaran Kategori Izin 1 dengan aktivitas penatausahaan sumber dana berupa penerbitan kartu ATM, kartu debet, dan penyelenggaraan *mobile banking* dari BI pada tanggal 15 Desember 2021.

Pada dasarnya, 2021 merupakan tahun pembangunan fondasi bagi Aladin Bank seiring dengan transformasi *core bussiness* Bank menjadi bank yang mengedepankan layanan digital. Hal luar biasa yang cukup membanggakan adalah, dengan semangat untuk menjadi yang terdepan, Aladin Bank mampu membangun bank dari awal dengan waktu kurang dari 10 (sepuluh) bulan. Hal ini tentu saja tidak akan tercapai tanpa adanya *team work* yang cukup baik dan memiliki kemampuan dalam mengimplementasikan visi dan misi Bank ke depan.

KENDALA, TANTANG, DAN SOLUSINYA

Aladin Bank menyadari, bahwa dengan melakukan transformasi *core bussiness* bukanlah suatu hal mudah, khususnya dalam industri perbankan. Dalam proses transformasi, Aladin Bank tentu saja tidak hanya melakukan pengembangan teknologi informasi dan infrastruktur pendukung lainnya, namun juga melakukan pengembangan produk. Di tahun 2021, Aladin Bank telah melakukan beberapa pengembangan produk, khususnya adalah produk-produk digital bank. Namun, dikarenakan ketatnya perizinan dari regulator terkait, Bank baru dapat memasarkan produk-produk tersebut pada awal tahun 2022, seiring dengan izin yang baru di dapat di akhir tahun 2021. Hal ini merupakan salah satu kendala dan tantangan bagi Aladin Bank. Sebagai bank yang senantiasa berkomitmen untuk patuh dan taat pada setiap peraturan yang berlaku, Bank berinisiatif untuk terus mengembangkan produk-produk baru lainnya sambil menunggu izin layanan yang telah didaftarkan atau disampaikan kepada regulator.

On the other hand, Aladin Bank continues to strive to optimize operating income by placing funds in low-risk financial instruments, such as retail sukuk, state sukuk, Bank Indonesia sukuk, and FASBIS. The total placement of funds in securities as of December 31, 2021 was IDR 901.27 billion and placements with Bank Indonesia (BI) was IDR 1.16 trillion. Meanwhile, in terms of fundraising, until the end of December 2021 the total Third Party Funds (DPK) was Rp. 1.04 trillion or much higher than the target in the 2021 RBB Amendment which was Rp. 200.59 billion.

Meanwhile, in terms of the issuance of new products and activities for digital banking services with mobile banking products and debit cards/ATM cards, Aladin Bank has received approval and has been registered by the OJK, in accordance with Letter No. S-100/PB.34 dated July 5, 2021. In addition, the Bank has also obtained approval as a Payment Service Provider for License Category 1 with fund source administration activities in the form of issuing ATM cards, debit cards, and implementing mobile banking from BI on December 15 2021.

Basically, 2021 is the year of foundation building for Aladin Bank along with the transformation of the Bank's core business into a bank that prioritizes digital services. The extraordinary thing that is quite proud is that, with the passion to be at the forefront, Aladin Bank was able to build a digital bank from scratch in less than 10 (ten) months. This of course will not be achieved without a good enough team work and have the ability to implement the Bank's vision and mission going forward.

OBSTACLES, CHALLENGES, AND SOLUTIONS

Aladin Bank realizes that transforming core business is not an easy thing, especially in the banking industry. In the transformation process, Aladin Bank of course not only develops information technology and other supporting infrastructure, but also develops products. In 2021, Aladin Bank has carried out several product developments, particularly digital bank products. However, due to tight licensing from the relevant regulators, the Bank will only be able to market these products in early 2022, along with the new permits being obtained at the end of 2021. This is one of the obstacles and challenges for Aladin Bank. As a bank that is always committed to complying and complying with every applicable regulation, the Bank takes the initiative to continue to develop other new products while waiting for service licenses that have been registered or submitted to the regulator.

Selain masalah perizinan terkait pengembangan produk baru, kendala atau tantangan yang dihadapi Bank adalah terkait Sumber Daya Manusia (SDM) atau yang dalam lingkungan Aladin Bank biasa disebut Sumber Daya Insani (SDI). Di mana agar transformasi fokus bisnis dapat berjalan dengan lancar, maka dibutuhkan SDI yang sesuai dengan kompetensi yang dibutuhkan Bank. Per 31 Desember 2020, jumlah SDI Aladin Bank tercatat sebanyak 42 orang. Untuk itu, pada tahun 2021, Bank berinisitif untuk melakukan perekrutan talenta SDI yang kompeten dan andal. Namun yang menjadi kendala adalah, mencari talenta yang memiliki kompetensi sesuai kebutuhan di mana Bank akan memulai fokus bisnis pada *digital banking*. Namun, melalui pendekatan yang cukup matang dan sistem rekrutmen yang kempetitif, Aladin Bank mampu menanamkan kepercayaan dan berhasil merekrut banyak SDI. Per 31 Desember 2021, jumlah SDI Aladin Bank tercatat sebanyak 199 orang, mengalami peningkatan sebesar 373,81% dibandingkan tahun sebelumnya. SDI Aladin Bank saat ini memiliki kompetensi sesuai dengan kebutuhan Bank, hal tersebut terbukti dengan kemampuan Aladin Bank dalam membangun bank dari awal dengan waktu kurang dari 10 (sepuluh) bulan.

In addition to licensing issues related to the development of new products, the obstacles or challenges faced by the Bank are related to Human Resources (HR) or which in the Aladin Bank environment is commonly called Human Resources (SDI). Where in order for the transformation of business focus to run smoothly, HR is needed in accordance with the competencies required by the Bank. As of December 31, 2020, the number of SDI Aladin Bank was recorded as 42 people. To that end, in 2021, the Bank took the initiative to recruit competent and reliable HR talent. However, the obstacle is, looking for talents who have competencies according to needs where the Bank will start focusing on digital banking. However, through a mature approach and a competitive recruitment system, Aladin Bank was able to instill trust and successfully recruit many HRI. As of December 31, 2021, the number of SDI Aladin Bank was recorded at 199 people, an increase of 373.81% compared to the previous year. Aladin Bank's SDI currently has competence according to the Bank's needs, this is proven by Aladin Bank's ability to build a digital bank from scratch in less than 10 (ten) months.

ANALISIS TENTANG PROSPEK USAHA

Prospek ekonomi baik global maupun domestik diprediksi akan lebih baik pada tahun 2022 dibandingkan dengan tahun 2021, didukung oleh langkah-langkah pengendalian pandemi serta rencana distribusi percepatan vaksinasi. Pada laporan *World Economic Outlook* yang dirilis IMF pada Januari 2022, di tahun 2022 pertumbuhan ekonomi *Advanced Economy Countries* diproyeksikan sebesar 3,9%, perekonomian Amerika Serikat diproyeksikan tumbuh 4,0%, Jepang juga diperkirakan tumbuh sebesar 3,3%, sedangkan perekonomian *Emerging & Developing Countries* diproyeksikan tumbuh sebesar 4,8%. Pertumbuhan ekonomi ASEAN-5 dan Tiongkok diproyeksikan masing-masing sebesar 5,6% dan 4,8%, serta ekonomi zona Eropa diperkirakan sebesar 3,9%. Secara keseluruhan, perekonomian dunia diproyeksikan sebesar 4,4%, mengalami penurunan dari periode yang sama di tahun 2021 sebesar 5,9%.

ANALYSIS OF BUSINESS PROSPECTS

Both global and domestic economic prospects are predicted to be better in 2022 compared to 2021, supported by pandemic control measures and plans for accelerated distribution of vaccinations. In the World Economic Outlook report released by the IMF in January 2022, in 2022 the economic growth of the Advanced Economy Countries is projected at 3.9%, the United States economy is projected to grow 4.0%, Japan is also estimated to grow by 3.3%, while the Emerging economy & Developing Countries is projected to grow by 4.8%. ASEAN-5 and China's economic growth is projected at 5.6% and 4.8%, respectively, and the European zone economy is estimated at 3.9%. Overall, the world economy is projected at 4.4%, a decline from the same period in 2021 of 5.9%.

Pemulihan ekonomi yang berlanjut dikonfirmasi oleh kinerja sejumlah indikator pada Januari 2022 antara lain *Purchasing Managers' Index* (PMI), keyakinan konsumen, dan penjualan ritel yang tetap kuat, ditengah kenaikan penyebaran kasus COVID-19 varian Omicron. Dengan perkembangan tersebut, pertumbuhan ekonomi global 2022 diperkirakan sesuai dengan proyeksi sebelumnya sebesar 4,4%. Volume perdagangan dan harga komoditas global diperkirakan masih meningkat, sehingga menopang prospek ekspor negara berkembang. Namun demikian, perekonomian global masih menghadapi ketidakpastian pasar keuangan yang meningkat sejalan dengan rencana percepatan kebijakan normalisasi negara maju, terutama Amerika Serikat dan kawasan Eropa, sebagai respons

The continued economic recovery was confirmed by the performance of a number of indicators in January 2022, including the Purchasing Managers' Index (PMI), consumer confidence, and retail sales which remained strong, amid the increase in the spread of COVID-19 cases of the Omicron variant. With these developments, the 2022 global economic growth is estimated to be in line with the previous projection of 4.4%. Global trade volume and commodity prices are predicted to continue to increase, thus supporting the export prospects of developing countries. However, the global economy is still facing increasing financial market uncertainty in line with plans to accelerate normalization policies in developed countries, especially the United States and the European region, in

peningkatan tekanan inflasi akibat gangguan rantai pasok dan kuatnya permintaan, kenaikan penyebaran COVID-19 varian Omicron, serta meningkatnya tensi geopolitik. Hal tersebut berpotensi mengakibatkan terbatasnya aliran modal dan tekanan nilai tukar negara berkembang, termasuk Indonesia.

Proses pemulihan ekonomi Indonesia pada tahun 2022 diperkirakan berlanjut meski peningkatan kasus COVID-19 varian Omicron perlu diwaspadai. Sejumlah indikator ekonomi hingga Februari 2022 tercatat tetap baik, antara lain penjualan eceran, ekspektasi konsumen, dan PMI Manufaktur, di tengah perbaikan mobilitas masyarakat yang melandai. Dengan perkembangan itu, perekonomian domestik diperkirakan tumbuh lebih tinggi menjadi 4,7-5,5% pada 2022, didukung oleh percepatan vaksinasi, pembukaan ekonomi yang semakin meluas, dan berlanjutnya stimulus kebijakan Bank Indonesia, Pemerintah, dan otoritas terkait lainnya.

Sementara itu, dalam Rencana Bisnis Bank tahun 2022, Aladin Bank telah menetapkan berbagai proyeksi kinerja yang cukup realistis dengan tingkat pertumbuhan yang telah disesuaikan dengan tantangan situasi pemulihan ekonomi atas pandemi COVID-19. Di tahun 2022, Aladin Bank akan terus menjalin sinergi dengan berbagai mitra kerja untuk memperluas pangsa pasar dalam rangka mengembangkan produk dan layanan Bank, khususnya yang mengedepankan layanan perbankan digital.

PENGELOLAAN SUMBER DAYA INSANI DAN PENGEMBANGAN SISTEM TEKNOLOGI INFORMASI

Aladin Bank senantiasa berkomitmen untuk meningkatkan kapasitas, integritas, dan kapabilitas SDI sebagai salah satu aset penting Bank. Pengelolaan SDI yang tepat, disertai dengan organisasi yang responsif diyakini menjadi faktor yang menentukan keberhasilan Bank untuk mencapai kinerja positif secara berkelanjutan. Aladin Bank secara progresif melaksanakan pengelolaan SDI berdasarkan kebutuhan dan perkembangan industri, dan senantiasa berupaya untuk menciptakan SDI yang unggul, loyal dan berkompeten di bidangnya.

Aladin Bank memandang bahwa untuk menciptakan loyalitas dan *sense of belonging* adalah suasana kerja yang kondusif, baik antara Direksi, Dewan Komisaris, serta seluruh karyawan di Aladin Bank.

Dari segi kualitas, meskipun terjadi pandemi, Aladin Bank tetap memperhatikan kualitas SDI dengan merekrut talenta terbaik dan juga melaksanakan pelatihan-pelatihan untuk SDI di dalam Bank, dan serta melakukan *assessment* berkala, sehingga diharapkan, Bank tetap memiliki SDI unggul yang dapat meningkatkan kinerjanya ke depan.

response to increasing inflationary pressures due to supply chain disruptions and strong demand, the increase in the spread of the Omicron variant of COVID-19, and rising geopolitical tensions. This has the potential to result in limited capital flows and pressure on the exchange rate of developing countries, including Indonesia.

The process of Indonesia's economic recovery in 2022 is expected to continue, although the increase in cases of the Omicron variant of COVID-19 needs to be watched out for. A number of economic indicators until February 2022 were recorded to remain good, including retail sales, consumer expectations, and the Manufacturing PMI, amidst the sloping improvement in people's mobility. With these developments, the domestic economy is expected to grow higher to 4.7-5.5% in 2022, supported by accelerated vaccinations, wider economic openings, and continued policy stimulus from Bank Indonesia, the Government and other relevant authorities.

Meanwhile, in the Bank's 2022 Business Plan, Aladin Bank has set various realistic performance projections with a growth rate that has been adjusted to the challenges of the economic recovery situation due to the COVID-19 pandemic. In 2022, Aladin Bank will continue to establish synergies with various partners to expand market share in order to develop the Bank's products and services, especially those that prioritize digital banking services.

HUMAN RESOURCE MANAGEMENT AND INFORMATION TECHNOLOGY SYSTEM DEVELOPMENT

Aladin Bank is always committed to increasing the capacity, integrity, and capability of HR as one of the Bank's important assets. Proper HR management, coupled with a responsive organization is believed to be a factor that determines the success of the Bank to achieve positive performance on an ongoing basis. Aladin Bank progressively implements human resource management based on industry needs and developments, and always strives to create superior, loyal and competent human resources in their fields.

Aladin Bank views that to create loyalty and a sense of belonging is a conducive working atmosphere, both between the Board of Directors, the Board of Commissioners, and all employees at Aladin Bank.

In terms of quality, despite the pandemic, Aladin Bank continues to pay attention to the quality of HR by recruiting the best talents and also conducting trainings for HR within the Bank, and also conducting periodic assessments, so that it is hoped that the Bank will still have superior HR that can improve its performance going forward.

Sementara itu, Aladin Bank juga telah melakukan pengembangan sistem teknologi informasi (TI) untuk meningkatkan kinerja, seiring dengan transformasi Bank menjadi bank syariah masa depan di Indonesia. Tahun 2021 merupakan tahun yang sangat penting, di mana Bank melakukan banyak pengembangan teknologi informasi yang bersifat strategis yang menjadi fundamental terhadap pertumbuhan Aladin Bank di masa mendatang. Di tahun 2021, Aladin Bank juga menerapkan beberapa strategi pengembangan TI, yakni melakukan pengembangan infrastruktur dasar, membangun pengembangan *digital banking*, serta meningkatkan penguatan keamanan informasi bagi nasabah.

Meanwhile, Aladin Bank has also developed an information technology (IT) system to improve performance, in line with the Bank's transformation into the future Islamic bank in Indonesia. The year 2021 is a very important year, in which the Bank carries out many strategic information technology developments that are fundamental to Aladin Bank's future growth. In 2021, Aladin Bank will also implement several IT development strategies, namely developing basic infrastructure, developing digital banking development, and increasing information security strengthening for customers.

PERKEMBANGAN PENERAPAN TATA KELOLA PERUSAHAAN

Direksi senantiasa memonitor perkembangan penerapan tata kelola perusahaan untuk memastikan penerapan prinsip-prinsip Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*/GCG) telah diimplementasikan sesuai dengan tujuan penerapan GCG Aladin Bank (Bank). Sebagai entitas usaha, Bank memiliki komitmen yang tinggi untuk menerapkan prinsip-prinsip GCG dengan tujuan untuk menjaga pertumbuhan bisnis yang berkesinambungan dalam menghadapi persaingan bisnis yang semakin dinamis. Untuk itulah, penerapan GCG menjadi bagian dari rencana strategis Bank untuk mewujudkan kinerja yang transparan, efisien dan bertanggung jawab dengan cara meningkatkan prinsip keterbukaan, akuntabilitas, pertanggungjawaban, profesional dan kewajaran.

Bank berkomitmen untuk menerapkan prinsip-prinsip GCG secara sistematis dan konsisten agar dapat memacu perkembangan bisnis Bank, akuntabilitas serta menciptakan nilai tambah yang berkelanjutan bagi kepentingan Pemegang Saham tanpa mengabaikan kepentingan pemangku lainnya. Bank menempatkan prinsip-prinsip dan kebijakan GCG sebagai pedoman bagi Manajemen dan seluruh insan Bank dalam menjalankan aktivitas bisnis dan operasional di lingkup Bank.

Bank senantiasa berupaya untuk selalu meningkatkan kualitas GCG, dengan fokus pada pembentukan perangkat kontrol manajemen internal yang lebih integratif, terutama dalam mengantisipasi risiko bisnis melalui penerapan manajemen risiko yang efektif dan disesuaikan dengan *risk appetite* Bank.

Dalam memastikan bahwa prinsip-prinsip GCG telah diimplementasikan dengan baik, Bank secara berkala melaksanakan *self assessment* atas praktik GCG, yang mengacu pada Peraturan Bank Indonesia No. 11/33/PBI/2009 tanggal 7 Desember 2009 tentang Pelaksanaan Good Corporate Governance bagi Bank Umum Syariah dan Unit Usaha Syariah dan Surat Edaran Otoritas Jasa

DEVELOPMENT OF CORPORATE GOVERNANCE IMPLEMENTATION

The Board of Directors continuously monitors the progress of the implementation of corporate governance to ensure that the implementation of the principles of Good Corporate Governance (GCG) has been implemented in accordance with the objectives of Aladin Bank (Bank) GCG implementation. As a business entity, the Bank has a high commitment to implementing GCG principles with the aim of maintaining sustainable business growth in the face of increasingly dynamic business competition. For this reason, the implementation of GCG is part of the Bank's strategic plan to realize transparent, efficient and responsible performance by increasing the principles of openness, accountability, responsibility, professionalism and fairness.

The Bank is committed to implementing GCG principles systematically and consistently in order to spur the Bank's business development, accountability and create sustainable added value for the interests of Shareholders without neglecting the interests of other stakeholders. The Bank places GCG principles and policies as guidelines for the Management and all Bank personnel in carrying out business and operational activities within the Bank.

The Bank always strives to improve the quality of GCG, with a focus on establishing more integrated internal management control tools, especially in anticipating business risks through the implementation of effective risk management and adjusted to the Bank's risk appetite.

In ensuring that the GCG principles have been implemented properly, the Bank periodically conducts a self-assessment of GCG practices, which refers to Bank Indonesia Regulation No. 11/33/PBI/2009 dated December 7, 2009 concerning the Implementation of Good Corporate Governance for Sharia Commercial Banks and Sharia Business Units and Circular Letter of the Financial Services Authority (SEOJK) No. 10/

Keuangan (SEOJK) No. 10/SEOJK.03/2014 tentang Penilaian Tingkat Kesehatan Bank Umum Syariah dan Unit Usaha Syariah. Berdasarkan hasil *self assessment* GCG Bank yang dilaksanakan pada tahun 2021 secara semesteran, pada semester I dan semester II diperoleh hasil yang berada pada peringkat 2 yang mencerminkan Manajemen Bank telah melakukan penerapan *Good Corporate Governance* yang secara umum baik. Hal ini tercermin dari penerapan atas prinsip-prinsip *Good Corporate Governance* yang memadai. Apabila terdapat kelemahan dalam penerapan prinsip *Good Corporate Governance* maka secara umum kelemahan tersebut kurang signifikan dan dapat diselesaikan dengan tindakan normal oleh manajemen Bank.

SEOJK.03/2014 concerning Assessment of Soundness Level of Sharia Commercial Banks and Sharia Business Units. Based on the results of the Bank's GCG self-assessment which was carried out in 2021 on a semi-annual basis, in semester I and semester II, the results were ranked 2, which reflected that the Bank's Management had implemented Good Corporate Governance which was generally good. This is reflected in the adequate application of the principles of Good Corporate Governance. If there are weaknesses in the application of the principles of Good Corporate Governance, in general these weaknesses are less significant and can be resolved by normal actions by the Bank's management.

Bank secara berkelanjutan juga terus berupaya menyempurnakan implementasi penerapan praktik GCG di seluruh tingkatan organisasi. Bagi Bank, penerapan GCG yang efektif merupakan salah satu komponen utama yang penting dalam rangka meningkatkan kinerja baik operasional maupun keuangan. Peningkatan kualitas implementasi GCG dipercaya mampu memberikan nilai tambah secara maksimal kepada para Pemegang Saham dan pemangku kepentingan lainnya.

The Bank also continuously strives to improve the implementation of GCG practices at all levels of the organization. For the Bank, the implementation of effective GCG is one of the main components that are important in order to improve both operational and financial performance. Improving the quality of GCG implementation is believed to be able to provide maximum added value to Shareholders and other stakeholders.

Sementara itu, Bank telah menetapkan pengendalian internal yang efektif dan efisien untuk memberikan keyakinan yang memadai bahwa kegiatan usaha dijalankan sesuai dengan sasaran dan strategi bisnis serta anggaran dasar serta ketentuan peraturan perundang-undangan yang berlaku. Sistem pengendalian internal Aladin Bank telah mengacu kepada 5 (lima) komponen dasar pelaksanaan yang sejalan dengan Pedoman Sistem Pengendalian Internal bagi Bank Umum sebagaimana ditetapkan oleh Otoritas Jasa Keuangan (OJK) melalui SEOJK No. 35/SEOJK.03/2017 tanggal 7 Juli 2017. Selain sebagai bentuk kepatuhan terhadap peraturan dan hukum yang berlaku juga sebagai upaya pengamanan investasi dan aset Bank dengan tujuan agar operasional dapat berjalan secara efektif dan efisien. Direksi bertanggung jawab untuk memastikan kecukupan penerapan sistem pengendalian internal yang memadai agar tercapainya visi dan misi Bank.

Meanwhile, the Bank has established effective and efficient internal controls to provide adequate assurance that business activities are carried out in accordance with business objectives and strategies as well as the articles of association and the provisions of the applicable laws and regulations. Aladin Bank's internal control system has referred to 5 (five) basic components of implementation in line with the Internal Control System Guidelines for Commercial Banks as stipulated by the Financial Services Authority (OJK) through SEOJK No. 35/SEOJK.03/2017 dated 7 July 2017. Apart from being a form of compliance with applicable laws and regulations, it is also an effort to secure investment and Bank assets with the aim that operations can run effectively and efficiently. The Board of Directors is responsible for ensuring the adequacy of the implementation of an adequate internal control system in order to achieve the Bank's vision and mission.

Di samping itu, Aladin Bank juga telah menerapkan sistem manajemen risiko yang mengacu kepada Peraturan OJK No. 65/POJK.03/2016 tentang Penerapan Manajemen Risiko bagi Bank Umum Syariah dan Unit Usaha Syariah. Penerapan Manajemen Risiko Bank dilakukan melalui implementasi manajemen risiko pada setiap aktivitas fungsional operasional Bank, sehingga manajemen risiko menjadi bagian yang tidak terpisahkan dalam setiap aktivitas Bank.

In addition, Aladin Bank has also implemented a risk management system that refers to OJK Regulation No. 65/POJK.03/2016 concerning the Implementation of Risk Management for Islamic Commercial Banks and Sharia Business Units. The implementation of Bank Risk Management is carried out through the implementation of risk management in every operational functional activity of the Bank, so that risk management becomes an inseparable part of every Bank activity.

Penerapan manajemen risiko secara efektif berfokus pada 4 (empat) pilar dari prinsip-prinsip penerapan manajemen risiko, yaitu:

1. Pengawasan aktif Dewan Komisaris, Direksi dan Dewan Pengawas Syariah;
2. Kecukupan kebijakan, prosedur dan penetapan limit risiko;
3. Kecukupan proses identifikasi, pengukuran, pemantauan dan pengendalian risiko serta manajemen risiko sistem informasi;
4. Pengendalian internal yang menyeluruh.

Penerapan manajemen risiko Bank disesuaikan dengan tujuan, kebijakan usaha, ukuran, dan kompleksitas usaha serta kemampuan Bank dengan ruang lingkup risiko yang mencakup Risiko Kredit, Risiko Pasar, Risiko Likuiditas, Risiko Operasional, Risiko Hukum, Risiko Reputasi, Risiko Stratejik, Risiko Kepatuhan, Risiko Imbal Hasil dan Risiko Investasi. Direksi memastikan seluruh risiko yang material dan dampaknya telah ditindaklanjuti, serta melakukan langkah-langkah perbaikan atas permasalahan, atau penyimpangan dalam kegiatan usaha. Budaya manajemen risiko termasuk kesadaran risiko pada seluruh jenjang organisasi juga menjadi perhatian Direksi.

The implementation of risk management effectively focuses on 4 (four) pillars of the principles of implementing risk management, namely:

1. Active supervision of the Board of Commissioners, Board of Directors and Sharia Supervisory Board;
2. Adequacy of policies, procedures and determination of risk limits;
3. 3Adequacy of risk identification, measurement, monitoring and control processes and information system risk management;
4. Comprehensive internal control.

The implementation of the Bank's risk management is adjusted to the objectives, business policies, size, and complexity of the business as well as the ability of the Bank with a scope of risk that includes Credit Risk, Market Risk, Liquidity Risk, Operational Risk, Legal Risk, Reputational Risk, Strategic Risk, Compliance Risk, Risk Management Return on Investment and Risk. The Board of Directors ensures that all material risks and their impacts have been followed up, as well as taking corrective steps for problems, or irregularities in business activities. The risk management culture including risk awareness at all levels of the organization is also a concern of the Board of Directors.

PERKEMBANGAN PELAKSANAAN PROGRAM TANGGUNG JAWAB SOSIAL DAN LINGKUNGAN

Aladin Bank memiliki komitmen kuat untuk turut berkontribusi dalam program pembangunan berkelanjutan yang diimplementasikan melalui kegiatan program Tanggung Jawab Sosial dan Lingkungan (TJSL). Pada tahun 2021, Aladin Bank telah melakukan 3 (tiga) program TJSL, diantaranya adalah:

- Program vaksinasi COVID-19 yang berlangsung di 3 (tiga) area yaitu Alam Sutera (Kota Tangerang), Balaraja (Kabupaten Tangerang), dan Depok, Program ini dilakukan guna memberikan dukungan dalam menghadapi bencana nasional yang disebabkan pandemi virus COVID-19 sebagaimana ditetapkan dalam Keputusan Presiden No. 12 Tahun 2020 tentang penetapan Bencana Non Alam Penyebaran COVID-19 sebagai Bencana Nasional. Dengan program ini, Aladin Bank juga menggalakkan program vaksinasi COVID-19 agar pandemi dapat lekas berakhir dan segera tercapai *herd immunity* di Indonesia.

- Program TJSL kedua adalah Program Rumah Oksigen Rumah Oksigen Gotong Royong bersama Yayasan Anak Bangsa Bisa yang merupakan program penyediaan oksigen gotong royong untuk pasien COVID-19 dengan gejala ringan.

DEVELOPMENT OF THE IMPLEMENTATION OF SOCIAL AND ENVIRONMENTAL RESPONSIBILITY PROGRAMS

Aladin Bank has a strong commitment to contribute to sustainable development programs which are implemented through Social and Environmental Responsibility (TJSL) program activities. In 2021, Aladin Bank has carried out 3 (three) CSR programs, including:

- The COVID-19 vaccination program which took place in 3 (three) areas, namely Alam Sutera (Tangerang City), Balaraja (Tangerang Regency), and Depok. This program was carried out to provide support in dealing with national disasters caused by the COVID-19 virus pandemic as stipulated in Presidential Decree No. 12 of 2020 concerning the stipulation of Non-Natural Disasters for the Spread of COVID-19 as National Disasters. With this program, Aladin Bank is also promoting the COVID-19 vaccination program so that the pandemic can end quickly and herd immunity can be achieved in Indonesia.

- The second TJSL program is the Gotong Royong Oxygen House Oxygen House Program with the Anak Bangsa Bisa Foundation, which is a collaborative oxygen supply program for COVID-19 patients bymild symptoms.

- Program TJSL Ketiga adalah Program Penggunaan Energi Penggunaan Energi Baru Terbarukan di beberapa Destinasi G20 bersama Yayasan Sinar Utama Nusantara dalam rangka mendukung upaya Pemerintah untuk mengedukasi bangsa Indonesia perihal Energi Baru Terbarukan (EBT) serta dukungan mempercepat konversi menuju EBT.

Sementara itu, Aladin Bank senantiasa mengupayakan keseimbangan kinerja ekonomi, sosial dan lingkungan dalam rangka mewujudkan Tujuan Pembangunan Berkelanjutan (*Sustainable Development Goals*/SDGs), serta menjamin keberlangsungan usaha jangka panjang Bank. Dalam menjalankan kegiatan usahanya, Aladin Bank merupakan salah satu bank yang sangat serius dalam mendukung program SDGs, melalui penerapan prinsip-prinsip ESG (*Environment, Social, and Good Governance*). Di samping itu, Aladin Bank juga berupaya untuk melaksanakan kegiatan usahanya berdasarkan Peraturan Otoritas Jasa Keuangan No. 51/ POJK.03/2017 tanggal 18 Juli 2017 tentang Penerapan Keuangan Berkelanjutan Bagi Lembaga Jasa Keuangan, Emiten, dan Perusahaan Publik.

PENILAIAN KINERJA KOMITE DI BAWAH DIREKSI

Dalam melaksanakan tugas kepengurusannya, Direksi telah membentuk organ pendukung sesuai dengan kebutuhan bisnis Bank dan ketentuan regulasi, yang diharapkan dapat menciptakan efektivitas dan efisiensi operasional, di antaranya adalah:

- **Komite Pengarah Teknologi Informasi atau *Information Technology Steering Committee* (ITSC)**
  ITSC dibentuk oleh Direksi untuk memastikan penerapan sistem teknologi informasi (TI) sejalan dengan rencana strategis Bank serta meningkatkan kemampuan daya saing Aladin Bank melalui pemanfaatan teknologi informasi yang tepat guna.

- **Komite Aset dan Liabilitas atau *Assets & Liabilities Committee* (ALCO)**
  ALCO dibentuk oleh Direksi dalam memelihara struktur neraca yang kuat, yang meliputi analisis dan perumusan kebijakan dan strategi, pengambilan keputusan, pengawasan dalam pengelolaan risiko likuiditas, risiko pasar dan permodalan sejalan dengan peraturan BI atau OJK maupun strategi bisnis.

- **Komite Manajemen Risiko atau *Risk Management Committee* (RMC)**
  RMC dibentuk oleh Direksi untuk membantu pelaksanaan tugas dan wewenang Direksi terkait dengan penerapan manajemen risiko secara efektif di Aladin Bank.

- TJSL's third program is the Energy Utilization Program for the Use of New Renewable Energy in several G20 Destinations with the Sinar Utama Nusantara Foundation in order to support the Government's efforts to educate the Indonesian people about New and Renewable Energy (EBT) and support accelerate conversion to NRE.

Meanwhile, Aladin Bank always strives for a balance of economic, social and environmental performance in order to realize the Sustainable Development Goals (SDGs), as well as ensure the long-term sustainability of the Bank's business. In carrying out its business activities, Aladin Bank is one of the banks that is very serious in supporting the SDGs program, through the application of ESG (Environment, Social, and Good Governance) principles. In addition, Aladin Bank also strives to carry out its business activities based on Financial Services Authority Regulation No. 51/ POJK.03/2017 dated 18 July 2017 concerning the Implementation of Sustainable Finance for Financial Services Institutions, Issuers, and Public Companies.

PERFORMANCE ASSESSMENT OF COMMITTEES UNDER THE BOARD OF DIRECTORS

In carrying out its management duties, the Board of Directors has established supporting organs in accordance with the Bank's business needs and regulatory provisions, which are expected to create operational effectiveness and efficiency, including:

- **Information Technology Steering Committee (ITSC)**
  ITSC was formed by the Board of Directors to ensure that the implementation of information technology (IT) systems is in line with the Bank's strategic plan and to improve the competitiveness of Aladin Bank through the use of appropriate information technology.

- **Assets & Liabilities Committee (ALCO)**
  ALCO was formed by the Board of Directors to maintain a strong balance sheet structure, which includes analysis and formulation of policies and strategies, decision making, supervision in managing liquidity risk, market risk and capital in line with BI or OJK regulations as well as business strategy.

- **Risk Management Committee (RMC)**

  RMC was formed by the Board of Directors to assist the implementation of the related duties and authorities of the Board of Directors with the implementation of effective risk management at Aladin Bank.

- **Komite Pembiayaan atau *Credit Committee* (CC)**
  CC dibentuk Direksi dengan tujuan untuk membantu Direksi dalam pelaksanaan fungsi pengawasan terkait pembiayaan.

Sepanjang tahun 2021, Direksi menilai bahwa kinerja Komite di bawah Direksi telah menjalankan dengan baik tugas dan fungsinya masing-masing, sesuai tujuan pembentukannya. Hal ini didasari oleh realisasi pemenuhan tugas masing-masing Komite yang telah dilakukan di sepanjang tahun 2021.

PERUBAHAN KOMPOSISI DIREKSI

Hingga 31 Desember 2021, Komposisi Direksi Bank telah sesuai dengan ketentuan dalam Peraturan Bank Indonesia No. 11/33/PBI/2009 tanggal 7 Desember 2009 tentang Pelaksanaan *Good Corporate Governance* Bagi Bank Umum Syariah dan Unit Usaha Syariah. Pada tahun 2021, terdapat perubahan susunan Direksi melalui Keputusan Rapat Umum Pemegang Saham (RUPS) Luar Biasa tanggal 7 April 2021.

Adapun komposisi dan susunan Direksi per 31 Desember 2021 adalah sebagai berikut:

- **Financing Committee or Credit Committee (CC)**
  CC was formed by the Board of Directors with the aim of assisting the Board of Directors in carrying out its functions supervision related to financing.

Throughout 2021, the Board of Directors assessed that the performance of the Committees under the Board of Directors had carried out their respective duties and functions well, according to the purpose of their formation. This is based on the realization of the fulfillment of the duties of each Committee that have been carried out throughout 2021.

CHANGES IN BOARD OF DIRECTORS COMPOSITION

As of December 31, 2021, the composition of the Bank's Board of Directors has complied with the provisions of 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. In 2021, there will be a change in the composition of the Board of Commissioners through the Resolution of the Extraordinary General Meeting of Shareholders (GMS) on April 7, 2021.

The composition and composition of the Board of Commissioners as of December 31, 2021 are as follows:

Komposisi dan Susunan Direksi per 31 Desember 2021
Composition and Composition of the Board of Directors as of December 31, 2021

Nama Name	Jabatan Position	Dasar Pengangkatan Basis of Appointment
Dyota Marsudi	Presiden Direktur President Director	RUPS Luar Biasa tanggal 7 April 2021 sebagaimana telah tertuang dalam Akta Pernyataan Keputusan RUPS Luar Biasa No. 11 tanggal 7 April 2021 Extraordinary GMS on April 7, 2021 as stated in the Deed of Resolution of the Extraordinary GMS No. 11 April 7, 2021
Basuki Hidayat	Direktur Operasional Operations Director	RUPS Sirkuler tanggal 31 Januari 2020 sebagaimana telah tertuang dalam Akta Pernyataan Keputusan RUPS Luar Biasa No. 19 tanggal 31 Januari 2020 Circular GMS on January 31, 2020 as stated in the Deed of Resolution of the Extraordinary GMS No. 19 January 31, 2020
Mohammad Riza	Direktur Bisnis Business Director	RUPS Sirkuler tanggal 31 Januari 2020 sebagaimana telah tertuang dalam Akta Pernyataan Keputusan RUPS Luar Biasa No. 19 tanggal 31 Januari 2020 Circular GMS on January 31, 2020 as stated in the Deed of Resolution of the Extraordinary GMS No. 19 January 31, 2020
Willy Hambali	Direktur Keuangan dan Strategi* Finance & Strategy Director*	RUPS Luar Biasa tanggal 7 April 2021 sebagaimana telah tertuang dalam Akta Pernyataan Keputusan RUPS Luar Biasa No. 11 tanggal 7 April 2021 Extraordinary GMS on April 7, 2021 as stated in the Deed of Resolution of the Extraordinary GMS No. 11 April 7, 2021
Firdila Sari	Direktur Digital Banking Digital Banking Director	RUPS Luar Biasa tanggal 7 April 2021 sebagaimana telah tertuang dalam Akta Pernyataan Keputusan RUPS Luar Biasa No. 11 tanggal 7 April 2021 Extraordinary GMS on April 7, 2021 as stated in the Deed of Resolution of the Extraordinary GMS No. 11 April 7, 2021
Baiq Nadea Dzurriatin	Direktur Kepatuhan Compliance Director	RUPS Sirkuler tanggal 31 Januari 2020 sebagaimana telah tertuang dalam Akta Pernyataan Keputusan RUPS Luar Biasa No. 19 tanggal 31 Januari 2020 Circular GMS on January 31, 2020 as stated in the Deed of Resolution of the Extraordinary GMS No. 19 January 31, 2020

Namun, pada awal 2022, terjadi perubahan susunan Direksi Bank. Dalam hal ini, Basuki Hidayat dan Mohamad Riza mengundurkan diri serta Willy Hambali selanjutnya berkarya sebagai Chief Operating & Strategy Officer dan Budi Kusmiantoro selanjutnya berkarya sebagai Chief Technology Officer. Sampai dengan laporan ini diterbitkan, Direksi Perseroan terdiri dari 4 (empat) orang berdasarkan Akta Pernyataan Keputusan Rapat No. 56, tanggal 21 Februari 2022, yaitu sebagai berikut:

Presiden Direktur	: Dyota Mahottama Marsudi
Direktur	: Firdila Sari
Direktur Kepatuhan	: Baiq Nadea Dzurriatin
Direktur*	: Mayang Ekaputri

*Akan efektif setelah hasil Uji Kemampuan dan Kepatutan dari Otoritas Jasa Keuangan

In the beginning of 2022, there are changes in Board of Director composition. Basuki Hidayat and Mohamad Rizamhas been resigned. Moreover, Willy Hambali has been appointed as Chief Operating & Strategy Officer and Budi Kusmiantoro has been appointed as Chief Technology Officer. Until this report has been published, there are 4 (four) Board of Director based on Deed No. 56, dated 21 February 2022 as follow:

President Director	: Dyota Mahottama Marsudi
Director	: Firdila Sari
Compliance Director	: Baiq Nadea Dzurriatin
Director*	: Mayang Ekaputri

*Will be effective after Fit & Proper Test Result from Otoritas Jasa Keuangan

APRESIASI

Dengan segala pencapaian yang telah dicatatkan di tahun 2021, izinkan Direksi mengucapkan syukur ke hadirat Allah Subhanahu wa Ta'ala. Direksi juga menyampaikan terima kasih kepada seluruh Pemegang Saham dan investor atas kepercayaan yang telah diberikan. Direksi juga menyampaikan rasa hormat dan terima kasih kepada Dewan Komisaris dan Dewan Pengawas Syariah atas arahan dan kemitraan strategis dalam pengelolaan operasi dan bisnis Bank. Demikian pula kepada regulator, nasabah, pemasok, dan mitra usaha, Direksi mengucapkan terima kasih atas kerjasama yang telah tercipta.

Kepada seluruh Insan Bank, Direksi menyampaikan apresiasi setinggi-tingginya atas dedikasi yang telah diberikan. Apa yang telah kita kontribusikan dan berikan untuk Bank di tahun 2021, akan menjadi dasar bagi Aladin Bank untuk dapat mengoptimalkan potensinya dan meraih kinerja terbaiknya di masa yang akan datang.

APPRECIATION

With all the achievements that have been recorded in 2021, allow the Board of Directors to express gratitude to Allah Subhanahu wa Ta'ala. The Board of Directors also expresses gratitude to all Shareholders and investors for the trust that has been given. The Board of Directors also expresses respect and gratitude to the Board of Commissioners and the Sharia Supervisory Board for their strategic direction and partnership in managing the Bank's operations and business. Likewise, to regulators, customers, suppliers, and business partners, the Board of Directors would like to thank you for the cooperation that has been created.

To all Bank personnel, the Board of Directors expresses the highest appreciation for the dedication that has been given. What we have contributed and given to the Bank in 2021, will be the basis for Aladin Bank to be able to optimize its potential and achieve its best performance in the future.

Jakarta, 28 April 2022
Jakarta, April 28, 2022
Atas nama Direksi PT Bank Aladin Syariah Tbk
On behalf of the Board of Directors of PT Bank Aladin Syariah Tbk

Dyota Mahottama Marsudi
Presiden Direktur
President Director

Laporan Dewan Pengawas Syariah
Sharia Supervisory Board Report

Bismillaahirrahmaanirrahiim,

Alhamdulillahi rabbil 'alamin, wa bihi nastai'in, wa 'ala 'umuriddunya waddin, washshalatu wassalamu 'ala asyrafil anbiya iwal mursalin, nabiyyina muhammad shallallahu 'alaihi wa sallam, amma ba'du.

Pemegang Saham dan Pemangku Kepentingan yang kami hormati,
Dear Shareholders and Stakeholders,

Dengan memanjatkan puji dan syukur ke hadirat Allah Subhanahu wa Ta'ala, atas rahmat dan karunia-Nya kepada kita semua. Shalawat serta salam semoga tercurah untuk Baginda Rasulullah SAW, beserta seluruh keluarga dan kerabatnya.

Pada kesempatan ini, perkenankan kami atas nama Dewan Pengawas Syariah (DPS) PT Bank Aladin Syariah Tbk menyampaikan laporan pelaksanaan pengawasan terhadap kegiatan Aladin Bank selama tahun 2021.

By giving praise and gratitude to Allah Subhanahu wa Ta'ala, for His mercy and grace to us all. Shalawat and greetings may be poured out for the Prophet Muhammad SAW, along with all his family and relatives.

On this occasion, allow us on behalf of the Sharia Supervisory Board (DPS) of PT Bank Aladin Syariah Tbk to submit a report on the implementation of supervision of Aladin Bank activities during 2021.

PELAKSANAAN KEGIATAN PENGAWASAN DEWAN PENGAWAS SYARIAH TAHUN 2021

Dewan Pengawas Syariah menyadari, bahwa kinerja Aladin Bank di tahun 2021 cukup dipengaruhi oleh laju pertumbuhan perekonomian global maupun nasional, yang cukup menantang akibat munculnya beberapa varian baru *Corona Virus Disease* 2019 atau COVID-19 pada pertengahan tahun 2021.

Sepanjang tahun 2021, Dewan Pengawas Syariah (DPS) Aladin Bank telah melakukan pengawasan secara maksimal dalam bentuk memberikan rekomendasi kepada manajemen maupun opini-opini syariah kepada unit kerja melalui rapat DPS yang diselenggarakan tiap bulannya.

IMPLEMENTATION OF SHARIA SUPERVISORY BOARD SUPERVISION ACTIVITIES IN 2021

The Sharia Supervisory Board is aware that Aladin Bank's performance in 2021 is quite influenced by the global and national economic growth rate, which is quite challenging due to the emergence of several new variants of Corona Virus Disease 2019 or COVID-19 in mid-2021.

Throughout 2021, the Sharia Supervisory Board (DPS) of Aladin Bank has carried out maximum supervision in the form of providing recommendations to management and sharia opinions to work units through DPS meetings which are held every month.

Setelah mempelajari data-data kinerja Aladin Bank untuk tahun buku 2021 yang mencakup hasil pengawasan, opini syariah atas dokumen dan pelaksanaan operasional Bank, kami berpendapat bahwa secara keseluruhan kegiatan penghimpuna dana, penyaluran dana, dan pelayanan jasa Bank secara umum telah sesuai dengan Fatwa Dewan Syariah Nasional – Majelis Ulama Indonesia (MUI) dan pendapat Syariah DPS.

Selain itu, Dewan Pengawas Syariah dan *Sharia Compliance* juga terus mengarahkan manajemen Bank agar meningkatkan program pengembangan kompetensi dan kepatuhan secara komprehensif terhadap segenap Insan Bank untuk mendukung transformasi bisnis Bank menjadi bank syariah digital masa depan Indonesia.

Sementara itu, berdasarkan surat No. S.085.BOD/02.2022 tanggal 25 Februari 2022, Dewan Pengawas Syariah menyatakan bahwa Pelaksanaan kegiatan penghimpunan dana, penyaluran dana, dan pelayanan jasa Bank secara umum telah mengikuti fatwa dan ketentuan syariah yang dikeluarkan oleh DSN-MUI dan opini syariah yang diterbitkan oleh Dewan Pengawas Syariah.

PERUBAHAN SUSUNAN DAN KOMPOSISI DEWAN PENGAWAS SYARIAH DI TAHUN 2021

Sepanjang tahun 2021, tidak terdapat perubahan susunan dan komposisi Dewan Pengawas Syariah Bank. Adapun susunan dan komposisi Dewan Pengawas Syariah per 31 Desember 2021, adalah sebagai berikut:

After studying Aladin Bank's performance data for the 2021 financial year which includes the results of supervision, sharia opinion on documents and the Bank's operational implementation, we are of the opinion that overall fund raising, fund distribution, and Bank services are generally in accordance with the Fatwa of the Sharia Board. National – Indonesian Ulema Council (MUI) and Sharia opinion of DPS.

In addition, the Sharia Supervisory Board and Sharia Compliance also continue to direct the Bank's management to improve comprehensive competency and compliance development programs for all Bank Personnel to support the Bank's business transformation into Indonesia's future digital sharia bank.

Meanwhile, based on letter No. S.085.BOD/02.2022 dated February 25, 2022, the Sharia Supervisory Board stated that the implementation of fundraising activities, fund distribution, and Bank services in general has followed the fatwa and sharia provisions issued by the DSN-MUI and sharia opinions issued by the Council. Sharia Supervisor.

CHANGES IN THE STRUCTURE AND COMPOSITION OF THE SHARIA SUPERVISORY BOARD IN 2021

Throughout 2021, there was no change in the composition and composition of the Bank's Sharia Supervisory Board. The composition and composition of the Sharia Supervisory Board as of December 31, 2021, are as follows:

Komposisi dan Susunan Dewan Pengawas Syariah per 31 Desember 2021
Composition and Structure of the Sharia Supervisory Board as of December 31, 2021

Nama Name	Jabatan Position	Dasar Pengangkatan Basis of Appointment
Dr. H. M. Asrorun Ni'am Sholeh, MA	Ketua Chairman	Bank Indonesia surat No. 12/5/DpG/DPbS tanggal 23 September 2010 Bank Indonesia letter No. 12/5/DpG/DPbS dated 23 September 2010
Sholahudin Al Aiyub, S.Ag, M.Si	Anggota Member	Otoritas Jasa Keuangan surat No. SR-33/PB.13/2016 tanggal 9 Desember 2016 Financial Services Authority letter No. SR-33/PB.13/2016 dated December 9, 2016

PENUTUP

Demikian Laporan Dewan Pengawas Syariah untuk tahun 2021. Dewan Pengawas Syariah berkomitmen untuk senantiasa memastikan dan mengingatkan kepada jajaran Manajemen Bank terhadap ketaatan pada prinsip-prinsip syariah serta kepatuhan atas peraturan perundang-undangan yang berlaku dalam menjalankan kegiatan usaha perbankan Syariah. *Akhirul kalam*, Dewan Pengawas Syariah mendoakan pandemi COVID-19 segera berakhir dan bisnis Aladin Bank dapat berjalan lancar sesuai dengan visi dan misi Bank.

Wabillahi taufik wal hidayah, Wassalaamualaikum warahmatullaahi wabarakaatuh.

CLOSING

This is the Report of the Sharia Supervisory Board for 2021. The Sharia Supervisory Board is committed to always ensuring and reminding the Bank's Management of adherence to sharia principles and compliance with applicable laws and regulations in carrying out Sharia banking business activities. Finally, the Sharia Supervisory Board prays for the COVID-19 pandemic to end soon and Aladin Bank's business can run smoothly in accordance with the Bank's vision and mission.

Wabillahi taufik wal hidayah, Wassalaamualaikum warahmatullaahi wabarakaatuh.

Jakarta, 28 April 2022
Atas nama Dewan Pengawas Syariah PT Bank Aladin Syariah Tbk
On behalf of the Sharia Supervisory Board of PT Bank Aladin Syariah Tbk

Dr. H. M. Asrorun Ni'am Sholeh, MA
Ketua Dewan Pengawas Syariah
Chairman of the Sharia Supervisory Board

Sholahudin Al Aiyub, S.Ag, M.Si
Anggota Dewan Pengawas Syariah
Sharia Supervisory Board Member

SURAT PERNYATAAN DIREKSI DAN DEWAN KOMISARIS TENTANG TANGGUNG JAWAB ATAS LAPORAN TAHUNAN TAHUN BUKU 2021 PT BANK ALADIN SYARIAH TBK

Kami yang bertanda tangan di bawah ini menyatakan bahwa semua informasi dalam Laporan Tahunan PT Bank Aladin Syariah Tbk Tahun Buku 2021 telah dimuat secara lengkap dan bertanggung jawab penuh atas kebenaran isi Laporan Tahunan ini.

Demikian pernyataan ini dibuat dengan sebenarnya.

Jakarta, 28 April 2022

BOARD OF DIRECTORS AND BOARD OF COMMISSIONERS STATEMENT LETTER OF RESPONSIBILITY FOR THE ANNUAL REPORT FINANCIAL YEAR 2021 PT BANK ALADIN SYARIAH TBK

We, the undersigned, declare that all information in the Annual Report of PT Bank Aladin Syariah Tbk for Financial Year 2021 has been presented in its entirety and we are fully responsible for the accuracy of the contents of this Annual Report.

This statement was made with actual.

Jakarta, 28 April 2022

Dewan Komisaris
Board of Commissioners

Ationo Teguh Basuki
(Komisaris)
(Commissioner)

Fransisca Ekawati
(Komisaris Independen)
(Independent Commissioner)

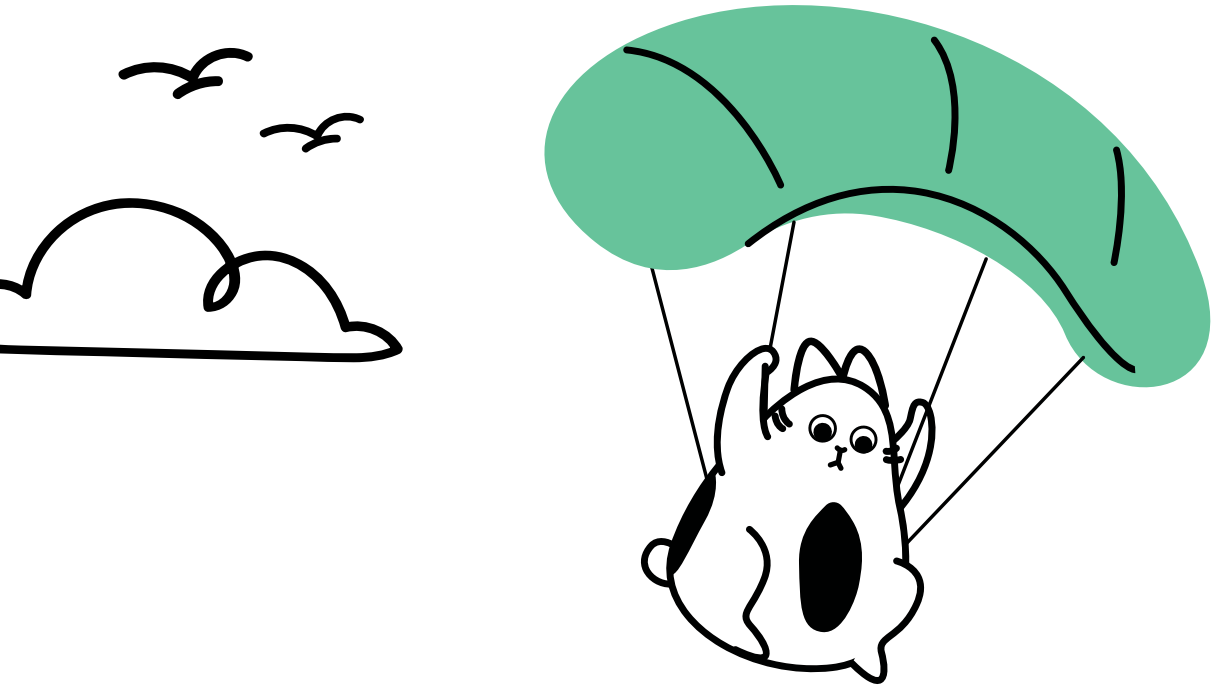
Direksi
Board of Directors

Dyota Mahottama Marsudi
(Presiden Direktur)
(President Director)

Firdila Sari
(Direktur Digital Banking)
(Digital Banking Director)

Baiq Nadea Dzurriatin
(Direktur Kepatuhan)
(Compliance Director)

Aladin



Profil Perusahaan

Company Profile

Informasi Umum dan Identitas Perusahaan

General Information and Company Identity

Nama Perusahaan:
Company name:

PT Bank Aladin Syariah Tbk

Nama Inisial:
Initials:

Aladin Bank

Tanggal Pendirian:
Date of Establishment:

16 September 1994
September 16, 1994

Informasi Perubahan Nama dan Status Perusahaan:
Company Name and Status Change Information

• 16 September 1994 - PT Bank Maybank Nusa International	• September 16, 1994 - PT Bank Maybank Nusa International
• 11 September 2000 - PT Bank Maybank Indocorp	• September 11, 2000 - PT Bank Maybank Indocorp
• 23 September 2010 - PT Bank Maybank Syariah Indonesia	• September 23, 2010 - PT Bank Maybank Syariah Indonesia
• 20 Desember 2019 - PT Bank Net Indonesia Syariah	• December 20, 2019 - PT Bank Net Indonesia Syariah
• 3 November 2020 - PT Bank Net Indonesia Syariah Tbk	• November 3, 2020 - PT Bank Net Indonesia Syariah Tbk
• 3 Juni 2021 - PT Bank Aladin Syariah Tbk	• June 3, 2021 - PT Bank Aladin Syariah Tbk

Dasar Hukum Pendirian:
Legal Basis of Establishment:

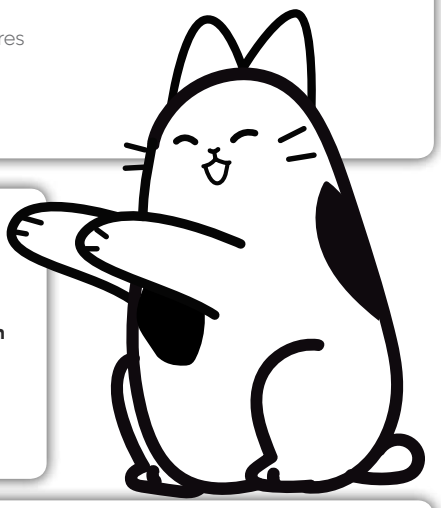
Akta No. 58 tanggal 16 September 1994 yang dibuat dihadapan Notaris Achmad Abid, S.H., dan telah mendapatkan pengesahan pendirian berdasarkan Keputusan Menteri Kehakiman Republik Indonesia (sekarang Menteri Hukum dan Hak Asasi Manusia Republik Indonesia) No. C2-15.525.HT.01.01.Th.94 tanggal 17 Oktober 1994 serta telah diumumkan dalam Berita Negara Republik Indonesia No. 103 tanggal 27 Desember 1994, Tambahan Berita Negara Republik Indonesia No. 10872 Tahun 1994.

Deed No. 58 dated September 16, 1994 which was made before Notary Achmad Abid, S.H., and has received approval of establishment based on the Decree of the Minister of Justice of the Republic of Indonesia (now Minister of Law and Human Rights of the Republic of Indonesia) No. C2-15.525.HT.01.01.Th.94 dated October 17, 1994 and has been announced in the State Gazette of the Republic of Indonesia No. 103 dated 27 December 1994, Supplement to the State Gazette of the Republic of Indonesia No. 10872 Year 1994.

Kepemilikan Saham:
Company name:

Kepemilikan Saham Perusahaan per 31 Desember 2021:
- PT Aladin Global Ventures (60,22%)
- Masyarakat (masing-masing di bawah 5%) (39,78%)

Company Share Ownership as of December 31, 2021:
- PT Aladin Global Ventures (60.22%)
- Community (under 5% each) (39.78%)



Bidang Usaha:
Business fields:

Bank Umum Syariah
Sharia Bank

Kode Saham:
Stock code:

BANK

Modal Dasar:
Authorized Sapital:

Rp2.500.000.000.000

Modal Ditempatkan dan Disetor Penuh:
Issued And Fully Paid Capital:

Rp1.326.575.667.200

Jumlah Karyawan:
Number of employees:

199 orang (2021)
199 people (2021)

Informasi Pencatatan Saham:
Share Listing Information:

Saham Bank telah dicatatkan di Bursa Efek Indonesia (BEI) pada tanggal 1 Februari 2021.
The Bank's shares have been listed on the Indonesia Stock Exchange (IDX) on February 1, 2021.

Jaringan Usaha:
Business Network:

Seluruh Indonesia
Throughout Indonesia

Alamat:
Address:

Kantor Pusat
Gedung Millennium Centennial Center, Lt. 7
Jl. Jenderal Sudirman Kav. 25. Jakarta Selatan, Indonesia. 12920
Head Office
Millennium Centennial Center Building, 7th Floor
Jl. General Sudirman Kav. 25. South Jakarta, Indonesia. 12920

Telepon:
Phone:

+62 21 85500947

Faksimili:
Facsimile:

+62 21 39708007

Surel:
Email:

mautau@aladinbank.id

www.aladinbank.id

@aladinbank.id

aladin bank

Riwayat Singkat Perusahaan
Brief History of Company

Sekilas tentang Aladin Bank

PT Bank Aladin Syariah Tbk, selanjutnya disebut juga "Aladin Syariah", didirikan untuk pertama kali dengan nama PT Bank Maybank Nusa International sebagai bank umum konvensional, berdasarkan Akta No. 58 tanggal 16 September 1994 yang merupakan proses *Joint Venture* (perjanjian bisnis) antara dua bank umum, yakni Malayan Banking (Maybank) Berhad dari Malaysia dengan Bank Nusa Nasional dari Indonesia.

Pada tanggal 11 September 2000, PT Maybank Nusa International berganti nama menjadi PT Bank Maybank Indocorp. Hal ini dikarenakan beralihnya kepemilikan saham Bank Nusa Nasional kepada Menteri Keuangan Republik Indonesia qq PT Perusahaan Pengelola Aset (Persero). Kemudian, seiring dengan pergantian bidang usaha dari bank umum konvensional menjadi bank umum syariah berdasarkan Surat Keputusan Gubernur Bank Indonesia No. 12/60/KEP.GBI/DpG/2010 tanggal 23 September 2010, PT Bank Maybank Indocorp berganti nama menjadi PT Bank Maybank Syariah Indonesia (MSI) dengan menawarkan berbagai layanan dan solusi inovatif untuk memenuhi kebutuhan para nasabah.

Aladdin Bank at a glance

PT Bank Aladin Syariah Tbk, hereinafter referred to as "Aladin Syariah", was established for the first time under the name PT Bank Maybank Nusa International as a conventional commercial bank, based on Deed No. 58 dated 16 September 1994 which is a process of Joint Venture (business agreement) between two commercial banks, namely Malayan Banking (Maybank) Berhad from Malaysia and Bank Nusa Nasional from Indonesia.

On September 11, 2000, PT Maybank Nusa International changed its name to PT Bank Maybank Indocorp. This is due to the transfer of share ownership of Bank Nusa Nasional to the Minister of Finance of the Republic of Indonesia qq PT Perusahaan Pengelola Asset (Persero). Then, along with the change of business field from conventional commercial banks to Islamic commercial banks based on the Decree of the Governor of Bank Indonesia No. 12/60/KEP.GBI/DpG/2010 dated 23 September 2010, PT Bank Maybank Indocorp changed its name to PT Bank Maybank Syariah Indonesia (MSI) by offering various services and innovative solutions to meet the needs of its customers.

Di tahun 2011, berdasarkan Akta Notaris Aliya S. Azhar S.H., M.H., M.Kn., No. 27 tanggal 19 Desember 2011, komposisi kepemilikan MSI berubah, dengan dijualnya 30.000 saham milik Menteri Keuangan Republik Indonesia qq PT Perusahaan Pengelola Aset (Persero) oleh pemegang saham kepada Malayan Banking Berhad, kemudian Maybank melakukan penjualan 9.451 saham kepada PT Prosperindo. Pada tanggal 15 Mei 2019, Malayan Banking Berhad (Maybank) dan PT Prosperindo (Prosperindo) selaku Pemegang Saham MSI telah menandatangani Perjanjian Pembelian Saham (*Agreement for the Sale and Purchase of Shares*) dengan PT NTI Global Indonesia (NTI) dan PT Berkah Anugerah Abadi (BAA) untuk rencana penjualan dan pengalihan seluruh kepemilikan saham Maybank dan Prosperindo dalam MSI kepada NTI dan BAA.

In 2011, based on the Notary Deed of Aliya S. Azhar S.H., M.H., M.Kn., No. 27 dated December 19, 2011, the composition of MSI's ownership changed, with the sale of 30,000 shares owned by the Minister of Finance of the Republic of Indonesia qq PT Perusahaan Pengelola Aset (Persero) by shareholders to Malayan Banking Berhad, then Maybank sold 9,451 shares to PT Prosperindo. On May 15, 2019, Malayan Banking Berhad (Maybank) and PT Prosperindo (Prosperindo) as MSI Shareholders signed an Agreement for the Sale and Purchase of Shares with PT NTI Global Indonesia (NTI) and PT Berkah Anugerah Abadi (BAA) for the planned sale and transfer of all Maybank and Prosperindo shares in MSI to NTI and BAA.

Kemudian, berdasarkan Akta Pernyataan Keputusan Pemegang Saham yang diambil di luar Rapat Bank No. 5 tanggal 3 Juli 2019, Pemegang Saham sepakat untuk melakukan perubahan nama dari MSI menjadi PT Bank Net Indonesia Syariah atau Bank Net Syariah (BNS) sekaligus merubah fokus bisnis, dari segmen korporasi menjadi ritel yang turut yang berimplikasi positif dalam mengembangkan ekonomi kerakyatan berbasis syariah, khususnya Sektor Usaha Mikro, Kecil dan Menengah (UMKM).

Then, based on the Deed of Statement of Shareholders' Decisions taken outside the Bank Meeting No. 5 dated 3 July 2019, the Shareholders agreed to change the name from MSI to PT Bank Net Indonesia Syariah or Bank Net Syariah (BNS) as well as change the business focus, from the corporate segment to retail which also has positive implications in developing a sharia-based populist economy, especially the Micro, Small and Medium Enterprises (MSME) Sector.

Sementara, berdasarkan Surat Keputusan Anggota Dewan Komisioner Otoritas Jasa Keuangan (OJK) masing-masing No. KEP-218/D.03/2019 dan No. KEP.219/D.03/2019; keduanya tertanggal 12 Desember 2019, OJK telah memberikan izin/persetujuan atas akuisisi 70% saham MSI oleh NTI dan akusisi 30% saham MSI oleh BAA. Melalui aksi akuisisi ini, maka Pemegang Saham MSI yang semula adalah Maybank dan Prosperindo, berubah menjadi NTI sebesar 70% dan BAA sebesar 30%. Selain itu, melalui persetujuan akuisisi tersebut, berdasarkan Surat Keputusan Deputi Komisioner Pengawas Perbankan I OJK No. KEP-113/PB.1/2019 tanggal 20 Desember 2019, OJK telah menyetujui perubahan nama MSI melalui penetapan penggunaan izin usaha atas nama PT Bank Maybank Syariah Indonesia menjadi izin usaha atas nama PT Bank Net Indonesia Syariah.

Meanwhile, based on the Decree of each Member of the Board of Commissioners of the Financial Services Authority (OJK) No. KEP-218/D.03/2019 and No. KEP.219/D.03/2019; both dated December 12, 2019, OJK has given permission/approval for the acquisition of 70% of MSI's shares by NTI and the acquisition of 30% of MSI's shares by BAA. Through this acquisition, MSI's shareholders, which were originally Maybank and Prosperindo, changed to 70% NTI and 30% BAA. In addition, through the approval of the acquisition, based on the Decree of the Deputy Commissioner for Banking Supervision I OJK No. KEP-113/PB.1/2019 dated December 20, 2019, OJK has approved the change of MSI's name through the stipulation of the use of a business license on behalf of PT Bank Maybank Syariah Indonesia to become a business license on behalf of PT Bank Net Indonesia Syariah.

Kemudian dalam rangka meningkatkan kinerja dan memperkuat modal kerja, berdasarkan Akta No. 1 tanggal 2 November 2020 yang dibuat di hadapan Yulia, S.H., Notaris di Jakarta, pemegang saham menyetujui rencana BNS untuk menerbitkan saham baru melalui penawaran umum perdana sebanyak-banyaknya 5.000.000.000 saham dengan nilai nominal Rp100 (jumlah penuh) per saham, dan mencatatkan saham-saham BNS tersebut pada Bursa Efek Indonesia (BEI), serta mengubah status BNS dari Perusahaan Tertutup menjadi Perusahaan Terbuka. Perubahan status tersebut telah memperoleh persetujuan dari Menteri Hukum dan Hak Asasi Manusia Republik Indonesia dengan Surat Keputusan No. AHU-0074002.AH.01.02.Tahun 2020 tanggal 3 November 2020,

Then in order to improve performance and strengthen working capital, based on Deed No. 1 dated November 2, 2020 made before Yulia, SH, Notary in Jakarta, the shareholders approved the plan of BNS to issue new shares through an initial public offering of a maximum of 5,000,000,000 shares with a nominal value of Rp. 100 (full amount) per share, and listed the BNS shares are listed on the Indonesia Stock Exchange (IDX), as well as changing the status of BNS from a Closed Company to a Public Company. The change in status has obtained approval from the Minister of Law and Human Rights of the Republic of Indonesia with Decree No. AHU-0074002.AH.01.02.Year 2020 dated November 3, 2020, and received and recorded in the Legal Entity Administration System of the Ministry

serta diterima dan dicatat di dalam Sistem Administrasi Badan Hukum Kementerian Hukum dan Hak Asasi Manusia Republik Indonesia dalam Surat Keputusan No. AHU-AH.01.03-0403667 tanggal 3 November 2020.

of Law and Human Rights of the Republic of Indonesia in Decree No. AHU-AH.01.03-0403667 November 3, 2020.

Pada tanggal 22 Januari 2021, BNS memperoleh pernyataan efektif dari OJK dengan suratnya No. S-8/D.04/2021 untuk melakukan penawaran umum perdana 5.000.000.000 saham BNS dengan nilai nominal Rp100 (nilai penuh) per saham kepada masyarakat dengan harga penawaran sebesar Rp103 (nilai penuh) per saham dan disertai dengan 2.800.000.000 Waran I yang melekat pada saham yang dikeluarkan dan diberikan secara cuma-cuma sebagai insentif bagi pemegang saham dengan harga pelaksanaan waran Rp110 yang mulai berlaku mulai tanggal 2 Agustus 2021 sampai dengan 30 Januari 2026. Pada tanggal 1 Februari 2021, saham BNS telah dicatatkan pada Bursa Efek Indonesia dengan kode saham "BANK".

On January 22, 2021, BNS obtained an effective statement from OJK with its letter No. S-8/D.04/2021 to conduct an initial public offering of 5,000,000,000 BNS shares with a par value of Rp100 (full value) per share to the public at an offering price of Rp103 (full amount) per share and accompanied by 2,800,000,000 Warrants I attached to shares issued and given free of charge as an incentive to shareholders with an exercise price of Rp110, which will come into effect from August 2, 2021 until January 30, 2026. On February 1, 2021, BNS shares have been listed on the Indonesia Stock Exchange. with the stock code "BANK".

Lalu, berdasarkan keputusan Rapat Umum Pemegang Saham Luar Biasa (RUPSLB) yang telah diaktakan dalam akta No. 11 dari Notaris Yulia S.H., Notaris di Jakarta, tanggal 7 April 2021, para pemegang saham memberikan persetujuan perubahan nama dari PT Bank Net Indonesia Syariah Tbk menjadi PT Bank Aladin Syariah Tbk. Perubahan tersebut telah memperoleh persetujuan dari Menteri Hukum dan Hak Asasi Manusia Republik Indonesia dengan Surat Keputusan No. AHU-0021937.AH.01.02 Tahun 2021 tanggal 12 April 2021 dan telah mendapat persetujuan dari OJK melalui surat No. KEP-42/PB.1/2021 tanggal 3 Juni 2021 tentang penetapan penggunaan izin atas nama PT Bank Net Indonesia Syariah Tbk menjadi izin usaha atas nama PT Bank Aladin Syariah Tbk. Anggaran Dasar Bank pun mengalami perubahan, dengan Akta No. 33 tanggal 12 April 2021 mengenai perubahan nama PT Bank Net Indonesia Syariah Tbk menjadi PT Bank Aladin Syariah Tbk dan sekaligus mengubah Pasal 1 Anggaran Dasar Bank. Perubahan tersebut telah diterima dan dicatat di dalam Sistem Administrasi Badan Hukum Kementerian Hukum dan Hak Asasi Manusia Republik Indonesia No. AHU-0021937. AH. 01.02.TAHUN 2021 tanggal 12 April 2021.

Then, based on the decision of the Extraordinary General Meeting of Shareholders (EGMS) which has been notarized in deed No. 11 from Notary Yulia S.H., Notary in Jakarta, April 7, 2021, the shareholders gave their approval to change the name from PT Bank Net Indonesia Syariah Tbk to PT Bank Aladin Syariah Tbk. The amendment has obtained approval from the Minister of Law and Human Rights of the Republic of Indonesia with Decree No. AHU-0021937.AH.01.02 of 2021 dated April 12, 2021 and has received approval from OJK through letter No. KEP-42/PB.1/2021 dated June 3, 2021 regarding the determination of the use of a license on behalf of PT Bank Net Indonesia Syariah Tbk to become a business license on behalf of PT Bank Aladin Syariah Tbk. The Bank's Articles of Association also underwent changes, with Deed No. 33 dated April 12, 2021 regarding the change in the name of PT Bank Net Indonesia Syariah Tbk to PT Bank Aladin Syariah Tbk and at the same time amending Article 1 of the Bank's Articles of Association. These changes have been accepted and recorded in the Legal Entity Administration System of the Ministry of Law and Human Rights of the Republic of Indonesia No. AHU-0021937.AH. 01.02. YEAR 2021 on April 12, 2021.

Setelah resmi mengganti nama dari PT Bank Net Indonesia Syariah Tbk menjadi PT Bank Aladin Syariah Tbk, Bank akan membuka dan mempermudah akses layanan perbankan syariah berbasis digital agar dapat melayani seluruh lapisan masyarakat, serta menjalin kerja sama dengan pelaku industri di berbagai sektor. Pergantian nama yang dilakukan Bank, bukan sekadar proses merubah nama, melainkan juga sebuah transformasi diri menjadi bank yang lebih relevan, merangkul dan dekat kepada masyarakat masa kini melalui pendekatan digitalisasi. Di samping itu, Aladin Syariah juga berkomitmen untuk memberikan pelayanan yang terbaik untuk semua nasabah sebagai "Bank Syariah Masa Depan".

After officially changing its name from PT Bank Net Indonesia Syariah Tbk to PT Bank Aladin Syariah Tbk, the Bank will open and facilitate access to digital-based sharia banking services so that it can serve all levels of society, as well as establish cooperation with industry players in various sectors. The name change carried out by the Bank is not just a process of changing the name, but also a self-transformation into a bank that is more relevant, embracing and close to today's society through a digitalization approach. In addition, Aladin Syariah is also committed to providing the best service for all customers as the "Sharia Bank of the Future".

Informasi Perubahan Nama dan Status Bank

Sesuai dengan uraian riwayat singkat di atas, Aladin Bank sempat mengalami 5 (lima) kali perubahan nama sejak pertama kali berdiri, dari semula bernama PT Bank Maybank Nusa International berdasarkan Akta No. 58 tanggal 16 September 1994, yang dibuat di hadapan Notaris Achmad Abid, S.H., kemudian pada tanggal 11 September 2000, berubah menjadi PT Bank Maybank Indocorp dengan beralihnya kepemilikan saham Bank Nusa Nasional selaku salah satu pemegang saham, kepada Badan Penyehatan Perbankan Nasional (BPPN) selanjutnya oleh Menteri Keuangan Republik Indonesia qq PT Perusahaan Pengelola Aset (Persero), berdasarkan Akta Pernyataan Keputusan diluar Rapat Bank No. 6 dibuat di hadapan Arman Lany, S.H., Notaris di Jakarta.

Kemudian, berdasarkan Surat Keputusan Gubernur Bank Indonesia No. 12/60/KEP.GBI/DpG/2010 tanggal 23 September 2010, PT Bank Maybank Indocorp berganti nama menjadi PT Bank Maybank Syariah Indonesia seiring dengan pergantian bidang usaha dari bank umum konvensional menjadi bank umum syariah. Lalu pada tanggal 20 Desember 2019, kembali terjadi perubahan nama dari PT Bank Maybank Syariah Indonesia menjadi PT Bank Net Indonesia Syariah. Lalu, berdasarkan Akta No. 1 tanggal 2 November 2020 yang dibuat di hadapan Yulia, S.H., Notaris di Jakarta, pemegang saham menyetujui rencana Bank melakukan penawaran umum perdana saham serta mengubah status PT Bank Net Indonesia Syariah dari Perusahaan Tertutup menjadi Perusahaan Terbuka dan telah memperoleh persetujuan dari Menteri Hukum dan Hak Asasi Manusia Republik Indonesia dengan Surat Keputusan No. AHU-0074002.AH.01.02.Tahun 2020 tanggal 3 November 2020. Saham BNS telah resmi dicatatkan pada Bursa Efek Indonesia dengan kode saham "BANK" pada tanggal 1 Februari 2021, setelah sebelumnya memperoleh pernyataan efektif dari OJK dengan suratnya No. S-8/D.04/2021 tanggal 22 Januari 2021.

Lalu, Bank kembali melakukan pergantian nama dari PT Bank Net Indonesia Syariah Tbk menjadi PT Bank Aladin Syariah Tbk berdasarkan keputusan Rapat Umum Pemegang Saham Luar Biasa (RUPSLB) yang telah diaktakan dalam akta No. 11 dari Notaris Yulia, S.H., Notaris di Jakarta, tanggal 7 April 2021, dan telah memperoleh persetujuan dari Menteri Hukum dan Hak Asasi Manusia Republik Indonesia dengan Surat Keputusan No. AHU-0021937.AH.01.02 Tahun 2021 tanggal 12 April 2021 serta telah mendapat persetujuan dari OJK melalui surat No. KEP-42/PB.1/2021 tanggal 3 Juni 2021 tentang penetapan penggunaan izin atas nama PT Bank Net Indonesia Syariah Tbk menjadi izin usaha atas nama PT Bank Aladin Syariah Tbk.

Information on Change of Bank Name and Status

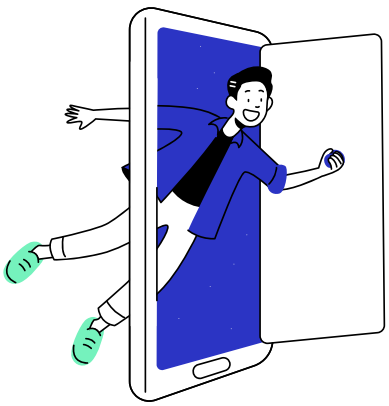
In accordance with the brief history description above, Aladin Bank had undergone 5 (five) name changes since it was first established, from the original name PT Bank Maybank Nusa International based on Deed No. 58 dated September 16, 1994, which was made before Notary Achmad Abid, SH, then on September 11, 2000, changed to PT Bank Maybank Indocorp with the transfer of share ownership of Bank Nusa Nasional as a shareholder, to the Indonesian Bank Restructuring Agency (IBRA). by the Minister of Finance of the Republic of Indonesia qq PT Perusahaan Pengelola Asset (Persero), based on the Deed of Statement of Decisions outside the Bank Meeting No. 6 made before Arman Lany, S.H., Notary in Jakarta.

Then, based on the Decree of the Governor of Bank Indonesia No. 12/60/KEP.GBI/DpG/2010 dated 23 September 2010, PT Bank Maybank Indocorp changed its name to PT Bank Maybank Syariah Indonesia in line with the change of business field from conventional commercial bank to Islamic commercial bank. Then on December 20, 2019, there was another name change from PT Bank Maybank Syariah Indonesia to PT Bank Net Indonesia Syariah. Then, based on Deed No. 1 dated 2 November 2020 made before Yulia, SH, Notary in Jakarta, the shareholders approved the Bank's plan to conduct an initial public offering and change the status of PT Bank Net Indonesia Syariah from a Closed Company to a Public Company and has obtained approval from the Minister of Law and Rights Human Rights of the Republic of Indonesia with Decree No. AHU-0074002.AH.01.02.Tahun 2020 dated November 3, 2020. BNS shares have been officially listed on the Indonesia Stock Exchange with the stock code "BANK" on February 1, 2021, after previously obtaining an effective statement from the OJK with its letter No. S-8/D.04/2021 dated January 22, 2021.

Then, the Bank again changed its name from PT Bank Net Indonesia Syariah Tbk to PT Bank Aladin Syariah Tbk based on the decision of the Extraordinary General Meeting of Shareholders (EGMS) which was notarized in deed No. 11 from Notary Yulia, S.H., Notary in Jakarta, April 7, 2021, and has obtained approval from the Minister of Law and Human Rights of the Republic of Indonesia with Decree No. AHU-0021937.AH.01.02 of 2021 dated April 12, 2021 and has received approval from OJK through letter No. KEP-42/PB.1/2021 dated June 3, 2021 regarding the determination of the use of a license on behalf of PT Bank Net Indonesia Syariah Tbk to become a business license on behalf of PT Bank Aladin Syariah Tbk.

KRONOLOGIS PERGANTIAN NAMA DAN STATUS BANK

KRONOLOGIS PERGANTIAN NAMA DAN STATUS BANK



1994

Pertama kali berdiri dengan nama PT Bank Maybank Nusa International pada tanggal 16 September 1994.
It was first established under the name PT Bank Maybank Nusa International on September 16, 1994.

2000

Pada tanggal 11 September 2000, PT Maybank Nusa International berganti nama menjadi PT Bank Maybank Indocorp.
On September 11, 2000, PT Maybank Nusa International changed its name to PT Bank Maybank Indocorp.

2010

PT Bank Maybank Indocorp berganti nama menjadi PT Bank Maybank Syariah Indonesia berdasarkan Surat Keputusan Gubernur Bank Indonesia No. 12/60/KEP.GBI/DpG/2010 tanggal 23 September 2010, seiring dengan pergantian bidang usaha dari bank umum konvensional menjadi bank.
PT Bank Maybank Indocorp changed its name to PT Bank Maybank Syariah Indonesia based on the Decree of the Governor of Bank Indonesia No. 12/60/KEP.GBI/DpG/2010 dated September 23, 2010, in line with the change of business sector from conventional commercial banks to Islamic commercial banks.umum syariah.

2019

Pada tanggal 20 Desember 2019, kembali terjadi perubahan nama dari PT Bank Maybank Syariah Indonesia menjadi PT Bank Net Indonesia Syariah, sekaligus merubah fokus bisnis, dari segmen korporasi menjadi ritel.
On December 20, 2019, there was another name change from PT Bank Maybank Syariah Indonesia to PT Bank Net Indonesia Syariah, as well as changing the business focus, from the corporate segment to retail.

2020

Perubahan status PT Bank Net Indonesia Syariah dari Perusahaan Tertutup menjadi Perusahaan Terbuka dan telah memperoleh persetujuan dari Menteri Hukum dan Hak Asasi Manusia Republik Indonesia dengan Surat Keputusan No. AHU-0074002.AH.01.02. Tahun 2020 tanggal 3 November 2020.
Changes in the status of PT Bank Net Indonesia Syariah from a Private Company to a Public Company and has obtained approval from the Minister of Law and Human Rights of the Republic of Indonesia with Decree No. AHU-0074002.AH.01.02.Year 2020 on November 3, 2020.

2021

Pada tanggal 1 Februari 2021, saham BNS telah dicatatkan pada Bursa Efek Indonesia dengan kode saham "BANK", setelah sebelumnya memperoleh pernyataan efektif dari OJK dengan suratnya No. S-8/D.04/2021 tanggal 22 Januari 2021.
On February 1, 2021, BNS shares were listed on the Indonesia Stock Exchange with the stock code "BANK", after previously obtaining an effective statement from the OJK with its letter No. S-8/D.04/2021 dated January 22, 2021.

2021

PT Bank Net Indonesia Syariah Tbk berganti nama menjadi PT Bank Aladin Syariah Tbk, dan telah mendapat persetujuan dari OJK melalui surat No. KEP-42/PB.1/2021 tanggal 3 Juni 2021 tentang penetapan penggunaan izin atas nama PT Bank Net Indonesia Syariah Tbk menjadi izin usaha atas nama PT Bank Aladin Syariah Tbk.
PT Bank Net Indonesia Syariah Tbk changed its name to PT Bank Aladin Syariah Tbk, and has received approval from the OJK through letter No. KEP-42/PB.1/2021 dated June 3, 2021 regarding the determination of the use of a license on behalf of PT Bank Net Indonesia Syariah Tbk to become a business license on behalf of PT Bank Aladin Syariah Tbk.

Bidang Usaha
Business Fields

Kegiatan Usaha Berdasarkan Anggaran Dasar dan yang Dijalankan

Sesuai dengan Anggaran Dasar Bank yang terakhir diubah dan disahkan melalui Akta No. 36 tanggal 8 November 2021 yang dibuat dihadapan Jose Dima Satria, S.H., M.Kn., Notaris di Jakarta, Pasal 3, ruang lingkup kegiatan Bank adalah melakukan usaha di bidang Bank Umum Syariah Devisa dengan kegiatan usaha utama melaksanakan kegiatan perbankan yang menjalankan usahanya dengan prinsip syariah.

Kegiatan usaha Bank yang dijalankan saat ini adalah melakukan aktivitas pembelian surat berharga berdasarkan prinsip syariah di mana hal tersebut telah sesuai dengan Anggaran Dasar Bank.

Business Activities Based on Articles of Association and Executed

In accordance with the Bank's Articles of Association which was last amended and ratified by Deed No. 36 dated 8 November 2021 drawn up before Jose Dima Satria, S.H., M.Kn., Notary in Jakarta, article 3, the scope of the Bank's activities is to conduct business in the field of Islamic Foreign Exchange Commercial Bank with the main business activities carrying out banking activities running its business by sharia principles.

The Bank's current business activity is to purchase securities based on sharia principles which is in accordance with the Bank's Articles of Association.

Produk dan Jasa

Bank merupakan salah satu penggiat industri perbankan syariah dan merupakan Bank Syariah berbasis digital pertama di Indonesia. Bank menjalankan fungsi intermediasi dengan menjalankan fungsi penghimpunan dana melalui produk simpanan dan juga penyaluran produk pembiayaan melalui produk pembiayaan dengan penjelasan sebagai berikut:

Produk Simpanan

Bank menawarkan 4 (empat) produk simpanan dan investasi yang karakteristiknya disesuaikan dengan kebutuhan nasabah.

1. Giro iB (akan segera diluncurkan)
   Giro iB adalah simpanan berdasarkan Akad Wadi'ah atau akad lain yang tidak bertentangan dengan Prinsip Syariah yang penarikannya dapat dilakukan setiap saat dengan menggunakan cek, bilyet giro, sarana perintah pembayaran lainnya, atau dengan perintah pemindahbukuan.
2. Tabungan iB
   Tabungan iB adalah simpanan berdasarkan Akad Wadi'ah atau Investasi dana berdasarkan Akad Mudharabah atau akad lain yang tidak bertentangan dengan Prinsip Syariah yang penarikannya hanya dapat dilakukan menurut syarat dan ketentuan tertentu yang disepakati, tetapi tidak dapat ditarik dengan cek, bilyet giro, dan/atau alat lainnya yang dipersamakan dengan itu.
3. Deposito iB
   Deposito iB adalah Investasi dan berdasarkan Akad Mudharabah atau akad lain yang tidak bertentangan dengan Prinsip Syariah yang penarikannya hanya

Products and Services

The bank is one of the activists in the Islamic banking industry and is the first digital-based Islamic Bank in Indonesia. Banks carry out the intermediation function by carrying out the function of raising funds through deposit products and also channeling financing products through financing products with the following explanation:

Savings Products

The Bank offers 4 (four) savings and investment products whose characteristics are tailored to customer needs.

1. Giro iB (to be launched soon)
   iB Current Accounts are deposits based on Wadi'ah contracts or other contracts that do not conflict with Sharia Principles, which can be withdrawn at any time using cheques, bilyet giro, other means of payment orders, or by book-entry orders.

2. iB Savings
   iB Savings are deposits based on Wadi'ah contracts or fund investments based on Mudharabah contracts or other contracts that do not conflict with Sharia Principles whose withdrawals can only be made according to certain agreed terms and conditions, but cannot be withdrawn by cheque, bilyet giro, and/or other tools that equate to it.

3. iB Deposits
   iB Deposits are Investments and are based on Mudharabah Contracts or other contracts that do not conflict with Sharia Principles whose withdrawals

dapat dilakukan pada waktu tertentu berdasakan Akad antara Nasabah Penyimpanan dan Bank Syariah.

Produk Pembiayaan

Sesuai dengan strategi bisnis Bank, Aladin Bank akan menyalurkan pembiayaan kepada debitur dengan kegiatan usaha perdagangan besar, menengah, dan kecil. Bank akan menyalurkan pembiayaan kepada UMKM yang berada pada ekosistem mitra bisnis Bank. Terdapat beberapa produk pembiayaan yang disesuaikan dengan kebutuhan nasabah, di antaranya:

- Invoice Financing iB
  Invoice Financing iB merupakan pembiayaan yang akan digunakan dalam bentuk *working capital*/modal kerja jangka pendek yang dilakukan dengan skema syariah atas transaksi perdagangan baik kepada pembeli/*buyer* atau penjual/*seller/supplier* yang melakukan perdagangan agar dapat membantu *cash flow* Nasabah yang menyerahkan *invoice* sebagai dokumen yang menjadi dasar utama pemberian fasilitas pembiayaan.

can only be made at a certain time based on the Akad between the Depository Customer and the Sharia Bank.

Financing Products

In accordance with the Bank's business strategy, Aladin Bank will channel financing to debtors with large, medium and small trading business activities. The Bank will channel financing to MSMEs that are in the Bank's business partner ecosystem. There are several financing products that are tailored to customer needs, including:

- Invoice Financing iB
  Invoice Financing iB is financing that will be used in the form of working capital/short-term working capital carried out under a sharia scheme for trade transactions either to buyers or sellers/suppliers who trade in order to help cash flow Customers who submit invoices as documents which is the main basis for providing financing facilities.

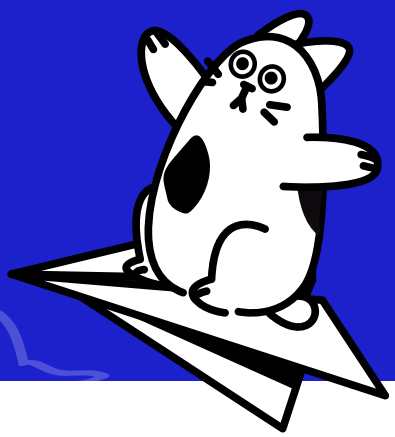
Visi, Misi dan Tata Nilai Perusahaan
Vision, Mission and Corporate Values

VISI
Vision

"Menjadi Bank Syariah Digital Terdepan melalui Inovasi Berkelanjutan"
Being the Leading Digital Sharia Bank through Continuous Innovation

MISI
Mission

- **Membuka akses layanan perbankan syariah terpercaya untuk seluruh lapisan masyarakat**
- **Menjalin kolaborasi berbasis teknologi dengan pelaku industri di berbagai sektor**
- **Pengembangan produk yang berkesinambungan dengan fokus pada kepentingan dan kepuasan pelanggan**
- Opening access to trusted sharia banking services for all levels of society
- Establish technology-based collaborations with industry players in various sectors
- Continuous product development with a focus on customer interests and satisfaction.



Reviu Visi dan Misi oleh Manajemen

Visi dan Misi Bank senantiasa dikaji dan ditelaah kembali secara berkala untuk memastikan relevansinya dengan perkembangan lingkungan bisnis Bank. Visi dan Misi Bank telah mendapatkan persetujuan bersama dari Dewan Komisaris dan Direksi. Visi dan Misi Bank secara periodik dievaluasi dengan menggunakan mekanisme penyusunan Rencana Kerja Bank yang memuat pencapaian target, rencana strategis dan target kinerja satu tahun ke depan. Dewan Komisaris dan Direksi menilai bahwa pencapaian Visi dan Misi Bank masih relevan dengan kondisi lingkungan bisnis tahun 2021 serta arah dan tujuan bisnis Bank.

Vision and Mission Review by Management

The Bank's Vision and Mission are regularly reviewed and reviewed to ensure their relevance to the development of the Bank's business environment. The Bank's Vision and Mission have obtained mutual approval from the Board of Commissioners and Directors. The Bank's vision and mission are periodically evaluated using the mechanism for preparing the Bank's Work Plan which contains the achievement of targets, strategic plans and performance targets for the next one year. The Board of Commissioners and the Board of Directors consider that the achievement of the Bank's Vision and Mission is still relevant to the conditions of the business environment in 2021 and the direction and objectives of the Bank's business.

Nilai Inti Bank

Nilai Inti Bank merupakan sebuah norma yang menjadi kerangka acuan umum bagi seluruh Insan Aladin Bank dalam memaknai dan memegang teguh nilai-nilai yang telah ditanamkan. Nilai Inti Bank memegang peranan penting dalam menopang dan mewujudkan Visi dan Misi Bank ke depan melalui 4 (empat) nilai inti (*core values*) Bank, yaitu:

- **Beretika dan Patuh Syariah**
  Dalam menjalankan kegiatannya, Aladin Bank memiliki identitas etika dan kepatuhan syariah. Hal ini diwujudkan dengan menerapkan nilai-nilai Islam, antara lain kepercayaan, keadilan, kejujuran, menghormati sesama, kebenaran, dan toleransi.

- **Mudah Diakses**
  Aladin Bank menyediakan layanan dan produk perbankan bagi siapa saja. Teknologi digital memungkinkan masyarakat Indonesia mengakses layanan perbankan syariah di mana saja dengan mudahnya. Dukungan dan layanan pun tersedia bagi nasabah yang membutuhkan bantuan.

- **Kolaboratif**
  Senantiasa terbuka untuk berkolaborasi dengan mitra bisnis dan menyalurkan dananya pada sektor-sektor yang produktif untuk menciptakan sebuah ekosistem bisnis yang sehat, produktif, dan menguntungkan bagi nasabahnya.

- **Integritas dan Amanah**
  Kepercayaan yang diberikan menjadi bekal Aladin Bank untuk selalu menjaga integritasnya dan amanah dalam memberikan berbagai pilihan layanan dan produk yang bermanfaat bagi nasabah.

Bank Core Values

The Bank's Core Values are a norm that becomes a general frame of reference for all Aladin Bank personnel in interpreting and upholding the values that have been instilled. The Bank's Core Values play an important role in supporting and realizing the Bank's Vision and Mission in the future through the Bank's 4 (four) core values, namely:

- **Ethical and Sharia-compliant**
  In carrying out its activities, Aladin Bank has an ethical identity and sharia compliance. This is realized by applying Islamic values, including trust, justice, honesty, respect for others, truth, and tolerance.

- **Easy Access**
  Aladin Bank provides banking services and products for anyone. Digital technology allows Indonesians to easily access Islamic banking services anywhere. Support and services are also available for customers who need assistance.

- **Collaborative**
  Always open to collaborating with business partners and channeling funds to productive sectors to create a healthy, productive and profitable business ecosystem for its customers.

- **Integrity and Trust**
  The trust given to Aladin Bank is a provision to always maintain its integrity and trust in providing a wide selection of services and products that are beneficial to customers.

Sosialisasi dan Internalisasi Nilai Inti Bank

Bank senantiasa melaksanakan program sosialisasi dan internalisasi nilai inti Bank dalam rangka memberikan pengetahuan (*knowing*) dan menanamkan serta meningkatkan pemahaman (*understanding*) seluruh insan Aladin bank mengenai nilai inti Bank. Program sosialisasi senantiasa dilakukan melalui sesi pelatihan calon karyawan Bank setelah tahapan perekrutan calon karyawan. Selain itu, juga dilakukan penyampaian informasi terkait nilai inti Bank melalui *website* maupun media internal Bank lainnya.

Nilai inti Bank juga senantiasa dikampanyekan melalui media sosial, yang dilakukan saat peringatan hari-hari nasional tertentu, dengan menampilkan nilai inti Bank pada status WhatsApp (WA) sebagai kolom Foto Profil WA sebagai pengganti foto pribadi, maupun Kalimat Status WA, serta di-*posting* pada Facebook, Instagram dan LinkedIn. Tujuan kampanye ini adalah meningkatkan kesadaran tentang pentingnya nilai inti Bank yang sesuai dengan tema/hari nasional yang diangkat. Nilai inti Bank sebagai nilai-nilai budaya Aladin bank perlu diinternalisasi agar semakin diyakini dan diterapkan dalam kinerja sehari-hari bagi semua Insan Aladin Bank. Program internalisasi diperlukan agar nilai-nilai budaya Aladin Bank dapat tertanam dan tercermin dalam perilaku para Insan Aladin Bank dalam bekerja demi mencapai Visi dan Misi Bank.

Socialization and Internalization of the Bank's Core Values

The Bank continues to carry out socialization programs and internalization of the Bank's core values in order to provide knowledge and instill and improve the understanding of all Aladin bank personnel regarding the Bank's core values. The socialization program is always carried out through training sessions for prospective employees of the Bank after the recruitment stage for prospective employees. In addition, information related to the Bank's core values is also carried out through the website and other internal media of the Bank.

The Bank's core values are also constantly campaigned through social media, which is carried out during the commemoration of certain national days, by displaying the Bank's core values on WhatsApp (WA) status as a WA Profile Photo column as a substitute for personal photos, as well as WA Status Sentences, and posted on Facebook, Instagram and LinkedIn. The aim of this campaign is to raise awareness about the importance of the Bank's core values in accordance with the national theme/day. The Bank's core values as the cultural values of Aladin Bank are necessary internalized so that it is increasingly believed and applied in the daily performance of all Aladin Bank personnel. An internalization program is needed so that Aladin Bank cultural values can be embedded and reflected in the behavior of Aladin Bank people in working to achieve the Bank's Vision and Mission.

Makna Logo Perusahaan
Company Logo Meaning

Desain logo yang secara keseluruhan bergelombang menunjukkan karakter *brand* Aladin yang dinamis. Desain yang nampak bergelombang ini juga sebuah epitomi dari karpet terbang, yang akan membawa nasabah Aladin masuk ke dunia baru yang penuh dengan banyak kesempatan.

The overall wavy logo design shows the dynamic character of the Aladdin brand. This wavy-looking design is also an epitome of the flying carpet, which will take Aladdin's customers into a new world full of opportunities.

Keanggotaan dalam Asosiasi atau Organisasi
Membership in Association or Organization

Hingga akhir tahun 2021, Bank telah terdaftar dalam keanggotaaan asosiasi atau organisasi sebagaimana terlampir berikut ini:

Until the end of 2021, the Bank has been registered in the membership of associations or organizations as follows:

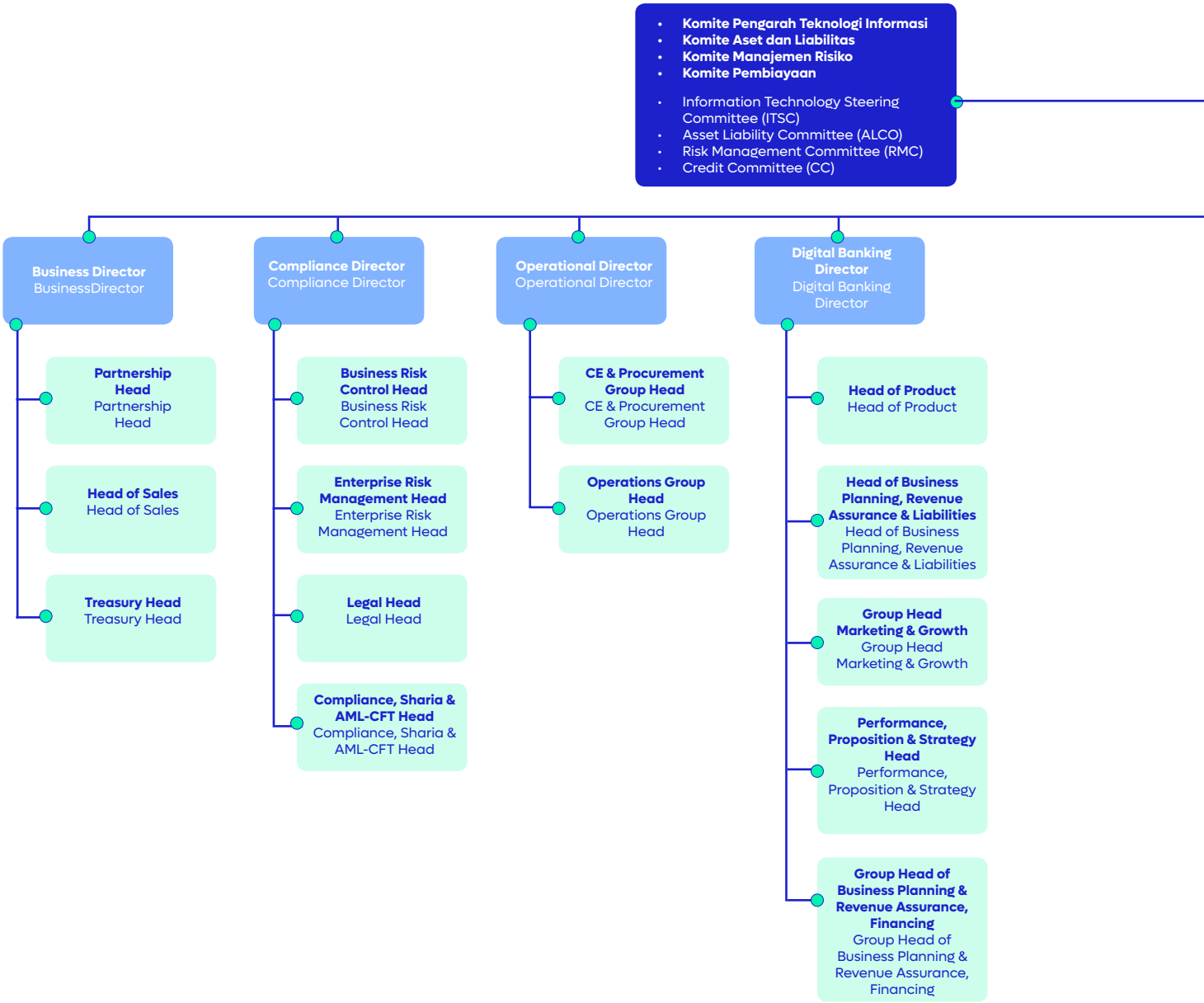
Nama Asosiasi/Organisasi
Name Association/Organization

Asosiasi Bank Syariah Indonesia (ASBISINDO) Association of Indonesian Islamic Banks (ASBISINDO)
Asosiasi Sistem Pembayaran Indonesia (ASPI) Indonesian Payment System Association (ASPI)
Asosiasi Fintek Syariah Indonesia (AFTECH) Indonesian Sharia Fintech Association (AFTECH)
Asosiasi Fintek Syariah Indonesia (AFSI) Indonesian Sharia Fintech Association (AFSI)

Struktur Organisasi
Organizational Structure

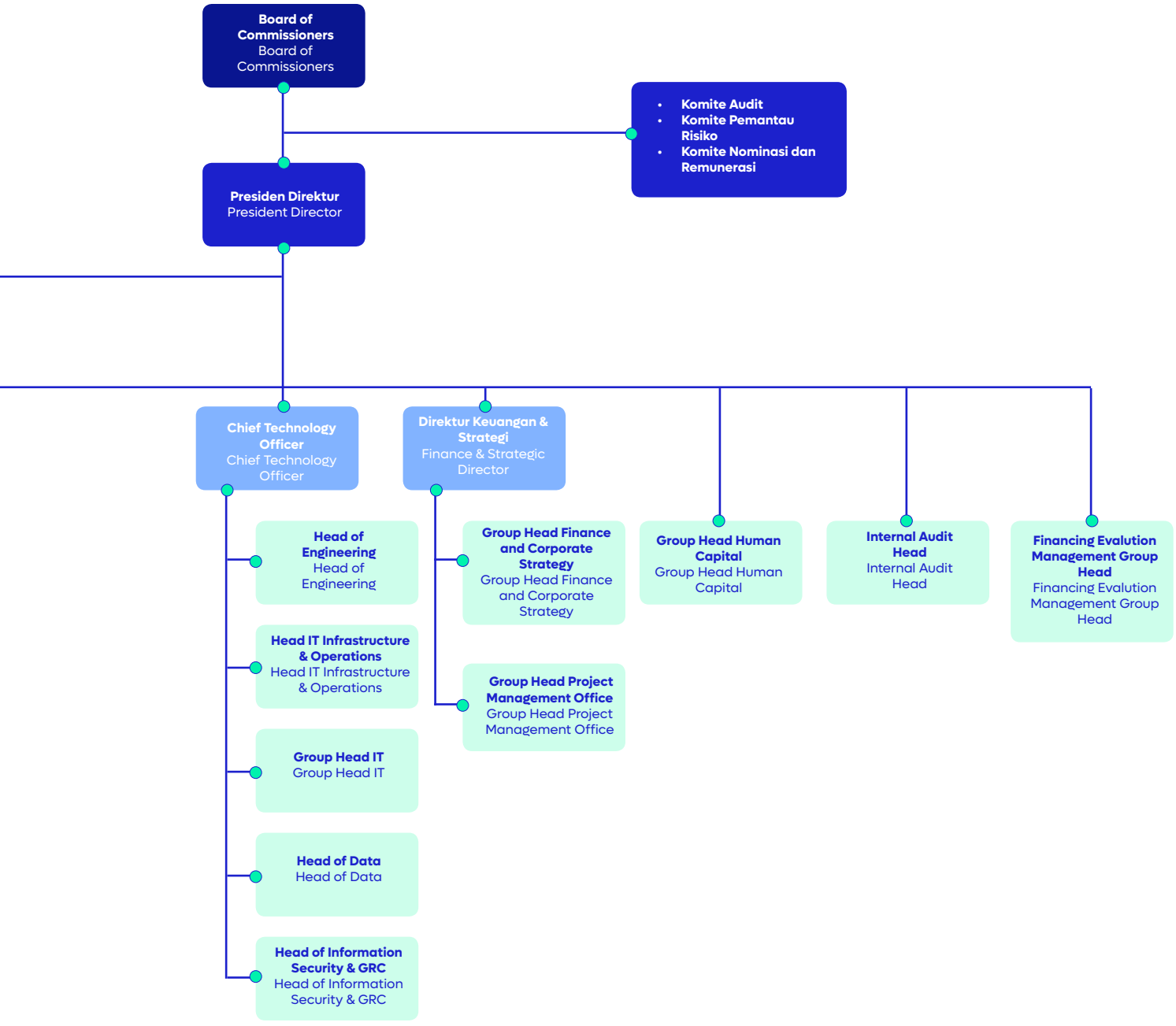
Dengan memperhatikan perkembangan bisnis ke depan, Bank telah memiliki struktur organisasi yang ideal dan diharapkan setiap lini organisasi mampu menjalankan fungsi-fungsinya sesuai dengan tujuan Bank. Struktur organisasi Bank per 31 Desember 2021, telah ditetapkan melalui Surat Keputusan No. SRT.336.HCD/12.2021 tanggal 31 Desember 2021, sebagaimana terlampir di bawah ini.

Struktur Organisasi PT Bank Aladin Syariah Tbk
per 31 Desember 2021



By taking into account future business developments, the Bank has an ideal organizational structure and it is hoped that every line of the organization will be able to carry out its functions in accordance with the Bank's objectives. The Bank's organizational structure as of December 31, 2021, has been determined through Decree No. SRT.336.HCD/12.2021 dated December 31, 2021, as attached below.

Organizational Structure of PT Bank Aladin Syariah Tbk
as of December 31, 2021



Profil Dewan Komisaris
Board of Commissioners' Profile

Nurdiaz Alvin Pattisahusiwa

Presiden Komisaris (Independen)*

President Commissioner (Independent)*

Masa Jabatan: 7 April 2021 – Penutupan RUPS tahun ketiga

Term of Office: April 7, 2021 – Closing of the third year GMS

Data Pribadi
Warga negara Indonesia
Usia 48 tahun

Personal data
Indonesian citizens
48 years old

Domisili
Indonesia

Domicile
Indonesia

Riwayat Penunjukan
Diangkat sebagai Presiden Komisaris* merangkap Komisaris Independen* berdasarkan keputusan Rapat Umum Pemegang Saham (RUPS) Luar Biasa tanggal 7 April 2021 yang telah diaktakan melalui Akta No. 11 tanggal 7 April 2021 yang di buat di hadapan Yulia, S.H., Notaris, di Jakarta.

Appointment History
Appointed as President Commissioner* and Independent Commissioner* based on the resolution of the Extraordinary General Meeting of Shareholders (GMS) on April 7, 2021 which has been notarized through Deed No. 11 dated April 7, 2021, drawn up before Yulia, S.H., Notary, in Jakarta.

Riwayat Pendidikan
- Master Degree in Management di IPMI International Business School, Jakarta (2003)
- Sarjana Ekonomi dari Universitas Parahyangan, Bandung, Jawa Barat (1996)

Educational background
- Master Degree in Management at IPMI International Business School, Jakarta (2003)
- Bachelor of Economics from Parahyangan University, Bandung, West Java (1996)

Riwayat Pekerjaan
Sebelum menjabat sebagai Presiden Komisaris PT Bank Aladin Syariah Tbk, beliau memiliki pengalaman panjang di perusahaan aset manajemen dan perusahaan investasi dengan berbagai posisi jabatan, diantaranya sebagai President Director PT Mandiri Manajemen Investasi (November 2017-Maret 2021), Chief Investment Officer PT Mandiri Manajemen Investasi (September 2017), Investment Director PT Manulife Aset Manajemen Indonesia (2012-2017), Director - Head of Equity PT BNP Paribas Investment Partner (2002-2011), dan Senior Fund Manager PT Batavia Prosperindo Aset Manajemen (1997-2002).

Employment history
Prior to serve as President Commissioner of PT Bank Aladin Syariah Tbk, he had long experience in asset management companies and investment companies with various positions, including as President Director of PT Mandiri Manajemen Investasi (November 2017-March 2021), Chief Investment Officer of PT Mandiri Manajemen Investasi (September 2017), Investment Director of PT Manulife Aset Manajemen Indonesia (2012-2017), Director - Head of Equity PT BNP Paribas Investment Partner (2002-2011), and Senior Fund Manager of PT Batavia Prosperindo Aset Manajemen (1997-2002).

Informasi Rangkap Jabatan
Beliau tidak memiliki jabatan rangkap di perusahaan atau lembaga lain, dan tidak menjabat sebagai ketua atau anggota komite pendukung Dewan Komisaris PT Bank Aladin Syariah Tbk.

Concurrent Position Information
He does not have concurrent positions in other companies or institutions, and does not serve as chairman or member of the supporting committee of the Board of Commissioners of PT Bank Aladin Syariah Tbk.

Hubungan Afiliasi
Beliau tidak memiliki hubungan afiliasi baik dengan anggota Direksi, Dewan Pengawas dan anggota Dewan Komisaris lainnya, maupun dengan pemegang saham utama dan pengendali baik langsung maupun tidak langsung.

Affiliate Relationship
He has no affiliation either with members of the Board of Directors, Board of Commissioners and other members of the Board of Commissioners, nor with the major and controlling shareholders, either directly or indirectly.

Kepemilikan Saham BANK
Beliau tidak memiliki kepemilikan saham di BANK

BANK Share Ownership
He has no share ownership in the BANK

*)Nurdiaz Alvin Pattisahusiwa tidak lagi menjabat sebagai Presiden Komisaris (Independen) sejak 10 Februari 2022.
*)Nurdiaz Alvin Pattisahusiwa no longer serves as President Commissioner (Independent) since 10 February 2022.

Rudy Hamdani

Komisaris (Independen)*

(Independent) Commissioner*

Masa Jabatan: 29 Juli 2021 – Penutupan RUPS tahun ketiga

Term of Office: July 29, 2021 – Closing of the third year GMS

Data Pribadi
Warga negara Indonesia
Usia 59 tahun

Personal data
Indonesian citizens
59 years old

Domisili
Indonesia

Domicile
Indonesia

Riwayat Penunjukan
Diangkat pertamakali sebagai Komisaris Independen berdasarkan keputusan Rapat Umum Pemegang Saham (RUPS) Tahunan tanggal 29 Juli 2021 yang telah diaktakan melalui Akta No. 54 tanggal 29 Juli 2021 yang dibuat di hadapan Notaris Yulia, S.H Notaris, di Jakarta. Kemudian diangkat sebagai Presiden Komisaris berdasarkan RUPS Luar Biasa tanggal 10 Februari 2022 yang telah diaktakan melalui Akta No. 38 tanggal 10 Februari 2022 yang dibuat di hadapan Notaris Yulia, S.H Notaris, di Jakarta.

Appointment History
Appointed for the first time as Independent Commissioner based on the decision of the Annual General Meeting of Shareholders (GMS) on July 29, 2021 which has been notarized through Deed No. 54 dated 29 July 2021 drawn up before Notary Yulia, S.H Notary, in Jakarta. Then he was appointed as President Commissioner based on the Extraordinary GMS on February 10, 2022 which has been notarized through Deed No. 38 dated February 10, 2022, drawn up before Notary Yulia, S.H Notary, in Jakarta.

Penilaian Kemampuan dan Kepatutan
Dinyatakan lulus penilaian kemampuan dan kepatutan (*fit and proper test*) oleh Otoritas Jasa Keuangan (OJK) sebagaimana tertuang dalam Surat Keputusan Dewan Komisioner OJK No. KEP-24/D.03/2022 tanggal 18 Februari 2022.

Fit and Proper Assessment
Dinyatakan lulus penilaian kemampuan dan kepatutan (fit and proper test) oleh Otoritas Jasa Keuangan (OJK) sebagaimana tertuang dalam Surat Keputusan Dewan Komisioner OJK No. KEP-24/D.03/2022 tanggal 18 Februari 2022.

Riwayat Pendidikan
Sarjana Sains, Economics and Business Administration, St. Mary College of California (1987)

Educational background
Bachelor of Science, Economics and Business Administration, St. Mary College of California (1987)

Riwayat Pekerjaan
Selain menjabat sebagai Komisaris Independen PT Bank Aladin Syariah Tbk, saat ini beliau juga menjabat sebagai Komisaris Utama PT Danakita Investama sejak Desember 2013. Beliau sempat menjabat sebagai Vice President Director PT Sequis Life Insurance Indonesia (Agustus 2017 - Juli 2018). Beliau memiliki pengalaman panjang di dunia perbankan sejak tahun 1989, yakni di PT Bank International Indonesia (BII) bermula menjabat sebagai Account Officer sampai menjabat sebagai Direktur Perbankan Konsumer (Maret 2000 - April 2007). Kemudian beliau menjabat sebagai Direktur Perbankan Konsumer PT Bank OCBC NISP Tbk (Mei 2007 - April 2013).

Employment history
In addition to serving as Independent Commissioner of PT Bank Aladin Syariah Tbk, currently he also serves as President Commissioner of PT Danakita Investama since December 2013. He served as Vice President Director of PT Sequis Life Insurance Indonesia (August 2017 - July 2018). He has a long experience in the banking world since 1989, namely at PT Bank International Indonesia (BII) starting as an Account Officer to serving as Director of Consumer Banking (March 2000 - April 2007). Then he served as Director of Consumer Banking at PT Bank OCBC NISP Tbk (May 2007 - April 2013).

Hubungan Afiliasi
Beliau tidak memiliki hubungan afiliasi baik dengan anggota Direksi, Dewan Pengawas dan anggota Dewan Komisaris lainnya, maupun dengan pemegang saham utama dan pengendali baik langsung maupun tidak langsung.

Affiliate Relationship
He has no affiliation either with members of the Board of Directors, Board of Commissioners and other members of the Board of Commissioners, nor with the major and controlling shareholders, either directly or indirectly.

Pernyataan Independensi
Beliau telah menyampaikan pernyataan independensi kepada RUPS dan telah membuat surat pernyataan independensi yang ditandatangani pada tanggal 25 November 2021.

Declaration of Independence
He has submitted a statement of independence to the GMS and has made a statement of independence signed on November 25, 2021.

Kepemilikan Saham BANK
Beliau tidak memiliki kepemilikan saham di BANK

BANK Share Ownership
He has no share ownership in the BANK

*Efektif setelah dinyatakan lulus Penilaian Kemampuan dan Kepatutan (*Fit & Proper Test*) oleh Otoritas Jasa Keuangan pada tanggal 18 Februari 2022

*Effective after being declared to have passed the Fit & Proper Test by the Financial Services Authority on February 18, 2022

Ationo Teguh Basuki

Komisaris

Commissioner

Masa Jabatan: 31 Januari 2020 – Penutupan RUPS tahun ketiga

Term of Office: January 31, 2020 – Closing of the third year GMS

Data Pribadi
Warga negara Indonesia
Usia 61 tahun

Personal data
Indonesian citizens
61 years old

Domisili
Indonesia

Domicile
Indonesia

Riwayat Penunjukan
Diangkat sebagai Komisaris berdasarkan keputusan Rapat Umum Pemegang Saham (RUPS) Luar Biasa tanggal 7 April 2021 yang telah diaktakan melalui Akta No. 11 tanggal 7 April 2021 yang di buat di hadapan Yulia, S.H., Notaris, di Jakarta. Sebelumnya beliau menjabat sebagai Presiden Komisaris berdasarkan keputusan RUPS Sirkuler tanggal 7 April 2021 yang telah diaktakan melalui Akta No. 149 tanggal 28 Mei 2020 yang di buat di hadapan Eliwaty Tjitra, S.H., Notaris, di Jakarta.

Appointment History
Appointed as Commissioner based on the resolution of the Extraordinary General Meeting of Shareholders (GMS) on April 7, 2021 which has been notarized through Deed No. 11 dated April 7, 2021, drawn up before Yulia, S.H., Notary, in Jakarta. Previously, he served as President Commissioner based on the decision of the Circular GMS on 7 April 2021 which was notarized through Deed No. 149 dated 28 May 2020 which was made before Eliwaty Tjitra, S.H., Notary, in Jakarta.

Penilaian Kemampuan dan Kepatutan
Dinyatakan lulus penilaian kemampuan dan kepatutan (*fit and proper test*) oleh Otoritas Jasa Keuangan (OJK) sebagaimana tertuang dalam Surat Keputusan Dewan Komisioner OJK No. SR-30/PB.101/2020 tanggal 15 Oktober 2020 perihal Keputusan Hasil Uji Kemampuan dan Kepatutan (*fit and proper test*) Calon Presiden Komisaris PT Bank Net Indonesia Syariah.

Fit and Proper Assessment
Has passed the fit and proper test by the Financial Services Authority (OJK) as stated in the Decree of the OJK Board of Commissioners No. SR-30/PB.101/2020 October 15th 2020 regarding the Decision of the Fit and Proper Test for the Candidate for President Commissioner of PT Bank Net Indonesia Syariah.

Riwayat Pendidikan
Sarjana Teknik jurusan Teknik Elektro dari Insititut Teknologi Bandung, Jawa Barat (1985)

Educational background
Bachelor of Engineering majoring in Electrical Engineering from Bandung Institute of Technology, West Java (1985)

Riwayat Pekerjaan
Sebelum bergabung dengan PT Bank Aladin Syariah Tbk, beliau memiliki pengalaman panjang di industri perbankan. Di antaranya menjabat Direktur Kepatuhan Bank Index (2018- 2019), Direktur IT & E-Channel Bank Index (2015-2018), Direktur Pengembangan Bisnis Bank Index (2011-2015), Direktur Bisnis Support Bank Index (2008-2011). Pengalaman lain beliau adalah menduduki posisi Advisor untuk Direksi di Bidang Operasional Bank Index (2008-2008), Kepala Bidang Operasi di Panin Bank (2004-2007), Kepala Bagian Pelayanan Jasa KCU Senayan di Panin Bank (1997-2003), Kepala Bagian Administrasi Operasi KCU Senayan di Panin Bank (1996-1997), Pemimpin KCP Tanah Abang di Panin Bank (1994-1995) dan Koordinator Marketing KCU Senayan di Panin Bank (1993-1994).

Employment history
Prior to joining PT Bank Aladin Syariah Tbk, he had long experience in the banking industry. Among them are Director of Compliance Bank Index (2018-2019), Director of IT & E-Channel Bank Index (2015-2018), Director of Business Development Bank Index (2011-2015), Director of Business Support Bank Index (2008-2011). His other experiences are in the position of Advisor to the Board of Directors in the Operational Sector of the Bank Index (2008-2008), Head of Operations at Panin Bank (2004-2007), Head of the KCU Senayan Services Division at Panin Bank (1997-2003), Head of Operations Administration KCU Senayan at Panin Bank (1996-1997), Head of KCP Tanah Abang at Panin Bank (1994-1995) and Marketing Coordinator of KCU Senayan at Panin Bank (1993-1994).

Informasi Rangkap Jabatan
Beliau tidak memiliki jabatan rangkap di perusahaan atau lembaga lain, adapun rangkap jabatan dalam internal Bank adalah sebagai anggota Komite Remunerasi dan Nominasi yang merupakan organ pendukung Dewan Komisaris PT Bank Aladin Syariah Tbk.

Concurrent Position Information
pendukung Dewan Komisaris PT Bank Aladin Syariah Tbk. He does not have concurrent positions in other companies or institutions, while concurrent positions within the Bank are as a member of the Remuneration and Nomination Committee which is a supporting organ for the Board of Commissioners of PT Bank Aladin Syariah Tbk.

Hubungan Afiliasi
Beliau tidak memiliki hubungan afiliasi baik dengan anggota Direksi, Dewan Pengawas dan anggota Dewan Komisaris lainnya, maupun dengan pemegang saham utama dan pengendali baik langsung maupun tidak langsung.

Affiliate Relationship
He has no affiliation either with members of the Board of Directors, Board of Commissioners and other members of the Board of Commissioners, nor with the major and controlling shareholders, either directly or indirectly.

Kepemilikan Saham BANK
Beliau tidak memiliki kepemilikan saham di BANK

BANK Share Ownership
He has no share ownership in the BANK

Fransisca Ekawati

Komisaris Independen

Independent Commissioner

Masa Jabatan: 31 Januari 2020 – Penutupan RUPS tahun ketiga

TTerm of Office: January 31, 2020 – Closing of the third year GMS

Data Pribadi
Warga negara Indonesia
Usia 56 tahun

Personal data
Indonesian citizens
56 years old

Domisili
Indonesia

Domicile
Indonesia

Riwayat Penunjukan
Diangkat pertamakali sebagai Komisaris Independen berdasarkan Keputusan Gubernur Bank Indonesia No. 14/1/GBI/DPbS tanggal 15 Maret 2012.

Appointment History
Appointed for the first time as an Independent Commissioner based on the Decree of the Governor of Bank Indonesia No. 14/1/GBI/DPbS dated March 15, 2012.

Penilaian Kemampuan dan Kepatutan
Dinyatakan lulus penilaian kemampuan dan kepatutan (*fit and proper test*) oleh Bank Indonesia (BI) sebagaimana tertuang dalam Surat Keputusan Gubernur Bank Indonesia No. 14/1/GBI/DPbS tanggal 15 Maret 2012.

Fit and Proper Assessment
Passed the fit and proper test by Bank Indonesia (BI) as stated in the Decree of the Governor of Bank Indonesia No. 14/1/GBI/DPbS dated March 15, 2012.

Riwayat Pendidikan
Sarjana Ekonomi Jurusan Manajemen, Universitas Kristen Indonesia, Jakarta (1988)

Educational background
Bachelor of Economics, Majoring in Management, Indonesian Christian University, Jakarta (1988)

Riwayat Pekerjaan
Saat ini Beliau menjabat sebagai Komisaris Independen PT Bank Aladin Syariah Tbk. Sebelum Bank diakuisisi dan mengalami perubahan nama, beliau tercatat menjabat sebagai Komisaris Independen PT Bank Maybank Syariah Indonesia sejak 15 Maret 2012. Beliau memiliki pengalaman panjang di berbagai korporasi, di antaranya mendapat penugasan dari PT Perusahaan Pengelola Aset (Persero) sebagai Direktur PT SIPPA Kemasan Internasional (April 2020-September 2021), General Manager Treasury PPA (Juni 2019 - April 2020), General Manager Business Advisory & Asset Management PPA (Juli 2014-Juni 2019), General Manager Monitoring and Administration of Equity Management (Mei 2004-Juni 2014), kemudian menjabat posisi Group Head Analisa dan Pengkajian Pengelola Bank Unit Restrukturisasi Bank pada Badan Penyehatan Perbankan Nasional (BPPN) (Desember 1999- April 2004), serta berkarier di PT Bank Pesona Kriyadana sejak tahun 1989 dengan posisi terakhir sebagai Kepala Sub Divisi Pengembangan Cabang.

Employment history
Currently he serves as Independent Commissioner of PT Bank Aladin Syariah Tbk. Before the Bank was acquired and underwent a name change, he was recorded as an Independent Commissioner of PT Bank Maybank Syariah Indonesia since March 15, 2012. He has long experience in various corporations, including being assigned by PT Perusahaan Pengelola Aset (Persero) as Director of PT SIPPA Packaging Internasional. (April 2020-September 2021), General Manager Treasury PPA (June 2019 - April 2020), General Manager Business Advisory & Asset Management PPA (July 2014-June 2019), General Manager Monitoring and Administration of Equity Management (May 2004-June 2014), then held the position of Group Head of Analysis and Assessment of Bank Management in the Bank Restructuring Unit at the National Bank Restructuring Agency (IBRA) (December 1999-April 2004), and had a career at PT Bank Pesona Kriyadana since 1989 with his last position as Head of Sub-Division of Branch Development.

Informasi Rangkap Jabatan
Menjabat sebagai Direktur di PT Sippa Kemasan Internasional (April 2020- September 2021) dan Kepala Grup Pengelola Aset pada Direktorat Aset Manajemen PT Perusahaan Pengelola Aset (Persero) (PPA) hingga September 2021.

Concurrent Position Information
Served as Director at PT SippaPack International (April 2020-September 2021) and Head of the Asset Management Group at the Asset Management Directorate of PT Perusahaan Pengelola Aset (Persero) (PPA) until September 2021.

Hubungan Afiliasi
Beliau tidak memiliki hubungan afiliasi baik dengan anggota Direksi, Dewan Pengawas dan anggota Dewan Komisaris lainnya, maupun dengan pemegang saham utama dan pengendali baik langsung maupun tidak langsung.

Affiliate Relationship
He has no affiliation either with members of the Board of Directors, Board of Commissioners and other members of the Board of Commissioners, nor with the major and controlling shareholders, either directly or indirectly.

Pernyataan Independensi
Beliau telah menyampaikan pernyataan independensi kepada RUPS dan telah membuat surat pernyataan independensi yang ditandatangani pada tanggal 2 April 2007

Declaration of Independence
He has submitted a statement of independence to the GMS and has made a statement of independence signed April 2, 2007.

Kepemilikan Saham BANK
Beliau tidak memiliki kepemilikan saham di BANK

BANK Share Ownership
He has no share ownership in the BANK

Profil Direksi
Board of Directors' Profile

Dyota Marsudi

Presiden Direktur

President Director

Masa Jabatan: 7 April 2021 – Penutupan RUPS tahun ketiga

Term of Office: April 7, 2021 – Closing of the third year GMS

Data Pribadi
Warga negara Indonesia
Usia 32 tahun

Personal data
Indonesian citizens
32 years old

Domisili
Indonesia

Domicile
Indonesia

Riwayat Penunjukan
Diangkat sebagai Presiden Direktur berdasarkan keputusan Rapat Umum Pemegang Saham (RUPS) Luar Biasa tanggal 7 April 2021 yang telah diaktakan melalui Akta No. 11 tanggal 7 April 2021 yang di buat di hadapan Yulia, S.H., Notaris, di Jakarta.

Appointment History
Appointed as President Director based on the resolution of the Extraordinary General Meeting of Shareholders (GMS) on April 7, 2021 which has been notarized through Deed No. 11 dated April 7, 2021, drawn up before Yulia, S.H., Notary, in Jakarta.

Penilaian Kemampuan dan Kepatutan
Dinyatakan lulus penilaian kemampuan dan kepatutan (*fit and proper test*) oleh Otoritas Jasa Keuangan (OJK) sebagaimana tertuang dalam Surat Keputusan Dewan Komisioner OJK No. KEP-166/D.03/2021 tanggal 11 November 2021

Fit and Proper Assessment
Passed the fit and proper test by the Financial Services Authority (OJK) as stated in the Decree of the OJK Board of Commissioners No. KEP-166/D.03/2021 November 11, 2021

Riwayat Pendidikan
- Master in Business Administration dari INSEAD, Perancis (2016)
- Sarjana Ekonomi dari Universitas Indonesia (2010)

Educational background
- Master in Business Administration from INSEAD, France (2016)
- Bachelor of Economics, University of Indonesia (2010)

Riwayat Pekerjaan
Sebelum bergabung dengan PT Bank Aladin Syariah Tbk, beliau berkarir sebagai Senior Executive Director of Investments di Vertex Ventures, Singapura (2018-2021), Member of National Digital Transformation Committee di PPN/BAPENAS (2019), Co-Founder & COO di Happy5.co (2016-2018), dan Consultant di Boston Consulting Group (2011-2017).

Employment history
Prior to joining PT Bank Aladin Syariah Tbk, he had a career as Senior Executive Director of Investments at Vertex Ventures, Singapore (2018-2021), Member of National Digital Transformation Committee at PPN/BAPENAS (2019), Co-Founder & COO at Happy5. co (2016-2018), and Consultant at the Boston Consulting Group (2011-2017).

Informasi Rangkap Jabatan
Beliau tidak memiliki jabatan rangkap di perusahaan atau lembaga lain.

Concurrent Position Information
He does not have concurrent positions in other companies or institutions.

Hubungan Afiliasi
Beliau tidak memiliki hubungan afiliasi baik dengan Dewan Pengawas dan anggota Dewan Komisaris, anggota Direksi lainnya, maupun dengan pemegang saham utama dan pengendali baik langsung maupun tidak langsung.

Affiliate Relationship
He has no affiliation with either the Supervisory Board and members of the Board of Commissioners, other members of the Board of Directors, nor with the major shareholders and controller, either directly or indirectly.

Kepemilikan Saham BANK
Beliau tidak memiliki kepemilikan saham di BANK

BANK Share Ownership
He has no share ownership in the BANK

Firdila Sari

Direktur Digital Banking

Director of Banking Digital

Masa Jabatan: 7 April 2021 – Penutupan RUPS tahun ketiga

Term of Office: April 7, 2020 – Closing of the third year GMS

Data Pribadi
Warga negara Indonesia
Usia 36 tahun

Personal data
Indonesian citizens
36 years old

Domisili
Indonesia

Domicile
Indonesia

Riwayat Penunjukan
Diangkat sebagai Direktur Digital Banking berdasarkan keputusan Rapat Umum Pemegang Saham (RUPS) Luar Biasa tanggal 7 April 2021 yang telah diaktakan melalui Akta No. 11 tanggal 7 April 2021 yang di buat di hadapan Yulia, S.H., Notaris, di Jakarta.

Appointment History
Appointed as Director of Digital Banking based on the resolution of the Extraordinary General Meeting of Shareholders (GMS) on April 7, 2021 which has been notarized through Deed No. 11 dated April 7, 2021, drawn up before Yulia, S.H., Notary, in Jakarta.

Penilaian Kemampuan dan Kepatutan
Dinyatakan lulus penilaian kemampuan dan kepatutan (*fit and proper test*) oleh Otoritas Jasa Keuangan (OJK) sebagaimana tertuang dalam Surat Keputusan Dewan Komisioner OJK No. KEP-167/D.03/2021 tanggal 11 November 2021

Fit and Proper Assessment
Passed the fit and proper test by the Financial Services Authority (OJK) as stated in the Decree of the OJK Board of Commissioners No. KEP-167/D.03/2021 tanggal 11 November 2021

Riwayat Pendidikan
S1 - Sarjana Ekonomi, Universitas Indonesia, (2007)

Educational background
Bachelor of Economics, University of Indonesia, (2007)

Riwayat Pekerjaan
Sebelum bergabung dengan PT Bank Aladin Syariah Tbk, beliau berkarier sebagai Manager, Product Management-Global Payments & Cash Management (PCM) di PT Bank HSBC Indonesia (2008-2012), Senior Manager, Office of CEO di PT Digital Media Asia (VivaPlus) (2012-2013), Senior Manager, Business Development, Product, & Content Management di PT Digital Vision Nusantara (K-Vision) (2013-2015), Head of Product di PT Visionet Internasional (OVO) (2015-2017), Vice President, Head of Mobile Products di PT Bank Commonwealth (2017-2018), Vice President, Head of Product di PT Visionet Internasional (OVO) (2018-2020) dan Digital Banking Group Head di PT Bank Net Indonesia Syariah Tbk (2020-2021).

Employment history
Prior to joining PT Bank Aladin Syariah Tbk, he had a career as Manager, Product Management-Global Payments & Cash Management (PCM) at PT Bank HSBC Indonesia (2008-2012), Senior Manager, Office of CEO at PT Digital Media Asia (VivaPlus) (2012-2013), Senior Manager, Business Development, Product, & Content Management at PT Digital Vision Nusantara (K-Vision) (2013-2015), Head of Product at PT Visionet Internasional (OVO) (2015-2017), Vice President, Head of Mobile Products at PT Bank Commonwealth (2017-2018), Vice President, Head of Product at PT Visionet Internasional (OVO) (2018-2020) and Digital Banking Group Head at PT Bank Net Indonesia Syariah Tbk (2020-2021).

Informasi Rangkap Jabatan
Beliau tidak memiliki jabatan rangkap di perusahaan atau lembaga lain.

Concurrent Position Information
She does not have concurrent positions in other companies or institutions.

Hubungan Afiliasi
Beliau tidak memiliki hubungan afiliasi baik dengan Dewan Pengawas dan anggota Dewan Komisaris, anggota Direksi lainnya, maupun dengan pemegang saham utama dan pengendali baik langsung maupun tidak langsung.

Affiliate Relationship
She has no affiliation with either the Supervisory Board and members of the Board of Commissioners, other members of the Board of Directors, nor with the major and controlling shareholders, either directly or indirectly.

Kepemilikan Saham BANK
Beliau tidak memiliki kepemilikan saham di BANK

BANK Share Ownership
She has no share ownership in the BANK

Baiq Nadea Dzurriatin

Direktur Kepatuhan

Director of Compliance

Masa Jabatan: 31 Januari 2020 – Penutupan RUPS tahun ketiga

Term of Office: January 31, 2020 – Closing of the third year GMS

Data Pribadi
Warga negara Indonesia
Usia 51 tahun

Personal data
Indonesian citizens
51 years old

Domisili
Indonesia

Domicile
Indonesia

Riwayat Penunjukan
Diangkat sebagai Direktur Kepatuhan berdasarkan keputusan Rapat Umum Pemegang Saham (RUPS) Sirkuler tanggal 31 Januari 2020 yang telah diaktakan melalui Akta No. 19 tanggal 31 Januari 2020 yang di buat di hadapan Aliya S, Ashar S.H., M.H.,M.KN, Notaris, di Jakarta.

Appointment History
Appointed as Director of Business based on the decision of the Circular General Meeting of Shareholders (GMS) dated January 31, 2020 which has been notarized through Deed No. 19 dated January 31, 2020 which was made before Aliya S, Ashar S.H., M.H., M.KN, Notary, in Jakarta.

Penilaian Kemampuan dan Kepatutan
Dinyatakan lulus penilaian kemampuan dan kepatutan (*fit and proper test*) oleh Bank Indonesia (BI) sebagaimana tertuang dalam Surat Bank Indonesia No. 12/5/DpG/DPbS tanggal 23 September 2010.

Fit and Proper Assessment
Passed the fit and proper test by Bank Indonesia (BI) as stated in Bank Indonesia Letter No. 12/5/DpG/DPbS dated September 23, 2010.

Riwayat Pendidikan
- S2 – Master Bidang Hukum (LLM) Jurusan International Comparative Law dari Southern Methodist University School of Law, Dallas, Texas, Amerika Serikat (1999)
- S1 – Sarjana Hukum, Universitas Airlangga, (1993)

Educational background
- Masters in Law (LLM) Majoring in International Comparative Law from Southern Methodist University School of Law, Dallas, Texas, United States (1999)
- Bachelor of Law, Airlangga University, (1993)

Riwayat Pekerjaan
Sebelum bergabung dengan PT Bank Aladin Syariah Tbk, beliau menjabat Direktur Kepatuhan di PT Maybank Syariah Indonesia (Oktober 2010 - Januari 2020). Karier awal beliau adalah Pegawai Muda (PCPM) Angkatan 17-2, Direktorat Hukum di Bank Indonesia (Juni 1995-Juni 2001). Kemudian menjabat Head of Compliance Department di The Bank of Tokyo- Mitsubishi UFJ, Jakarta (Sep 2001-Juli 2005), Direktur Kepatuhan di Bank of Tokyo- Mitsubishi UFJ, Jakarta (Juli 2005-Nov 2008), Direktur Kepatuhan di PT Bank Maybank Indocorp (Feb 2009-Okt 2010).

Employment history
Prior to joining PT Bank Aladin Syariah Tbk, he served as Compliance Director at PT Maybank Syariah Indonesia (October 2010 - January 2020). His early career was Young Servant (PCPM) Class 17-2, Legal Directorate at Bank Indonesia (June 1995-June 2001). Then served as Head of Compliance Department at The Bank of Tokyo- Mitsubishi UFJ, Jakarta (Sep 2001-July 2005), Compliance Director at Bank of Tokyo- Mitsubishi UFJ, Jakarta (July 2005-Nov 2008), Compliance Director at PT Bank Maybank Indocorp (Feb 2009-Oct 2010).

Informasi Rangkap Jabatan
Beliau tidak memiliki jabatan rangkap di perusahaan atau lembaga lain.

Concurrent Position Information
She does not have concurrent positions in other companies or institutions.

Hubungan Afiliasi
Beliau tidak memiliki hubungan afiliasi baik dengan Dewan Pengawas dan anggota Dewan Komisaris, anggota Direksi lainnya, maupun dengan pemegang saham utama dan pengendali baik langsung maupun tidak langsung.

Affiliate Relationship
She has no affiliation with either the Supervisory Board and members of the Board of Commissioners, other members of the Board of Directors, nor with the major and controlling shareholders, either directly or indirectly.

Kepemilikan Saham BANK
Beliau tidak memiliki kepemilikan saham di BANK

BANK Share Ownership
She has no share ownership in the BANK

Basuki Hidayat

Direktur Operasional

Director of Operations

Masa Jabatan: 31 Januari 2020 – Penutupan RUPS tahun ketiga

Term of Office: January 31, 2020 – Closing of the third year GMS

Data Pribadi
Warga negara Indonesia
Usia 57 tahun

Personal data
Indonesian citizens
57 years old

Domisili
Indonesia

Domicile
Indonesia

Riwayat Penunjukan
Diangkat sebagai Direktur Operasional berdasarkan keputusan Rapat Umum Pemegang Saham (RUPS) Sirkuler tanggal 31 Januari 2020 yang telah diaktakan melalui Akta No. 19 tanggal 31 Januari 2020 yang di buat di hadapan Aliya S, Ashar S.H., M.H.,M.KN, Notaris, di Jakarta.

Appointment History
Appointed as Director of Operations based on the decision of the Circular General Meeting of Shareholders (GMS) dated January 31, 2020 which has been notarized through Deed No. 19 dated January 31, 2020 which was made before Aliya S, Ashar S.H., M.H., M.KN, Notary, in Jakarta.

Penilaian Kemampuan dan Kepatutan
Dinyatakan lulus penilaian kemampuan dan kepatutan (*fit and proper test*) oleh Bank Indonesia (BI) sebagaimana tertuang dalam Surat Keputusan Gubernur Bank Indonesia No. 15/2230/DPbS tanggal 23 Desember 2013.

Fit and Proper Assessment
Passed the fit and proper test by Bank Indonesia (BI) as stated in the Decree of the Governor of Bank Indonesia No. 15/2230/DPbS dated December 23, 2013.

Riwayat Pendidikan
Sarjana Ekonomi Jurusan Akuntansi, dari Universitas Diponegoro Semarang (1989)

Educational background
Bachelor of Economics majoring in Accounting, from Diponegoro University Semarang (1989)

Riwayat Pekerjaan
Sebelum Bank diakuisisi dan mengalami perubahan nama, beliau juga tercatat menjabat sebagai Direktur Operasional PT Bank Maybank Syariah Indonesia sejak (Juni 2013-Jan 2020), dan per 27 Mei 2020 beliau sempat ditunjuk sebagai Direktur Utama Bank (Subject to F&P Test). Beliau memiliki pengalaman panjang di dunia perbankan, terakhir menjabat sebagai Vice President-Kepala Divisi Grup Audit di PT Bank Internasional Indonesia Tbk (2013). Beliau juga pernah menjadi auditor di Kantor Akuntan Publik (KAP) Tahrir Hidayat (1988-1989).

Employment history
Before the Bank was acquired and underwent a name change, he was also noted to have served as Director of Operations at PT Bank Maybank Syariah Indonesia since (June 2013-Jan 2020), and as of 27 May 2020 he was appointed as President Director of the Bank (Subject to F&P Test). He has a long experience in the banking world, most recently serving as Vice President-Head of the Audit Group Division at PT Bank Internasional Indonesia Tbk (2013). He was also an auditor at the Public Accounting Firm (KAP) Tahrir Hidayat (1988-1989).

Informasi Rangkap Jabatan
Beliau tidak memiliki jabatan rangkap di perusahaan atau lembaga lain.

Concurrent Position Information
He does not have concurrent positions in other companies or institutions.

Hubungan Afiliasi
Beliau tidak memiliki hubungan afiliasi baik dengan Dewan Pengawas dan anggota Dewan Komisaris, anggota Direksi lainnya, maupun dengan pemegang saham utama dan pengendali baik langsung maupun tidak langsung.

Affiliate Relationship
He has no affiliation with either the Supervisory Board and members of the Board of Commissioners, other members of the Board of Directors, nor with the major and controlling shareholders, either directly or indirectly.

Kepemilikan Saham BANK
Beliau tidak memiliki kepemilikan saham di BANK

BANK Share Ownership
He has no share ownership in the BANK

Mohammad Riza

Direktur Bisnis

Director of Business

Masa Jabatan: 31 Januari 2020 – Penutupan RUPS tahun ketiga

Term of Office: January 31, 2020 – Closing of the third year GMS

Data Pribadi
Warga negara Indonesia
Usia 43 tahun

Personal data
Indonesian citizens
43 years old

Domisili
Indonesia

Domicile
Indonesia

Riwayat Penunjukan
Diangkat sebagai Direktur Bisnis berdasarkan keputusan Rapat Umum Pemegang Saham (RUPS) Sirkuler tanggal 31 Januari 2020 yang telah diaktakan melalui Akta No. 19 tanggal 31 Januari 2020 yang di buat di hadapan Aliya S, Ashar S.H., M.H.,M.KN, Notaris, di Jakarta.

Appointment History
Appointed as Director of Business based on the decision of the Circular General Meeting of Shareholders (GMS) dated January 31, 2020 which has been notarized through Deed No. 19 dated January 31, 2020 which was made before Aliya S, Ashar S.H., M.H., M.KN, Notary, in Jakarta.

Penilaian Kemampuan dan Kepatutan
Dinyatakan lulus penilaian kemampuan dan kepatutan (*fit and proper test*) oleh Otoritas Jasa Keuangan (OJK) sebagaimana tertuang dalam Surat Keputusan Dewan Komisioner OJK No. SR-4/PB.1311/2015 tanggal 10 Desember 2015.

Fit and Proper Assessment
Has passed the fit and proper test by the Financial Services Authority (OJK) as stated in the Decree of the OJK Board of Commissioners No. SR-4/PB.1311/2015 dated December 10, 2015.

Riwayat Pendidikan
- S2 – Manajemen Bisnis (MBA), Universitas Gadjah Mada (2009)
- S1 – Bachelor of Engineering, Geophysical Engineering, Institut Teknologi Bandung (2001)

Educational background
- Masters – Bachelor of Business Management (MBA), Gadjah Mada University (2009)
- Bachelor of Engineering, Geophysical Engineering, Bandung Institute of Technology (2001)

Riwayat Pekerjaan
Sebelum bergabung dengan PT Bank Aladin Syariah Tbk, beliau berpengalaman bekerja di Bank Syariah sejak tahun 2004, dimulai sebagai Syariah Junior Treasury Dealer-Sub Manager hingga posisi Division Head – Financial & Treasury Management Division di Syariah Banking Group – PT Bank Niaga Tbk. Kemudian, pada 2009-Feb 2013 sebagai Head of Islamic Treasury di Bank CIMB Niaga Syariah. Pada Feb 2013-Nov 2013, beliau menjabat Manager di AL Yusr Islamic Banking di Oman Arab Bank S.A.O.C. dan menempati posisi Acting Team Leader Corporate & Senior Islamic Treasury Dealer, Al Yusr Islamic Bank of Oman Arab Bank S.A.O.C (Nov 2013-Juli 2014).

Employment history
Prior to joining PT Bank Aladin Syariah Tbk, he had experience working in a Syariah Bank since 2004, starting as a Syariah Junior Treasury Dealer-Sub Manager to the position of Division Head – Financial & Treasury Management Division in the Syariah Banking Group – PT Bank Niaga Tbk. Then, in 2009-Feb 2013 as Head of Islamic Treasury at Bank CIMB Niaga Syariah. In Feb 2013-Nov 2013, he served as Manager at AL Yusr Islamic Banking at Oman Arab Bank S.A.O.C. and held the position of Acting Team Leader Corporate & Senior Islamic Treasury Dealer, Al Yusr Islamic Bank of Oman Arab Bank S.A.O.C (Nov 2013-July 2014)..

Informasi Rangkap Jabatan
Beliau tidak memiliki jabatan rangkap di perusahaan atau lembaga lain.

Concurrent Position Information
He does not have concurrent positions in other companies or institutions.

Hubungan Afiliasi
Beliau tidak memiliki hubungan afiliasi baik dengan Dewan Pengawas dan anggota Dewan Komisaris, anggota Direksi lainnya, maupun dengan pemegang saham utama dan pengendali baik langsung maupun tidak langsung.

Affiliate Relationship
He has no affiliation with either the Supervisory Board and members of the Board of Commissioners, other members of the Board of Directors, nor with the major and controlling shareholders, either directly or indirectly.

Kepemilikan Saham BANK
Beliau tidak memiliki kepemilikan saham di BANK

BANK Share Ownership
He has no share ownership in the BANK

Willy Hambali

Direktur Keuangan dan Strategi *

Director of Finance and Strategy*

Masa Jabatan: 7 April 2021 – Penutupan RUPS tahun ketiga

Term of Office: April 7, 2021 – Closing of the third year GMS

Data Pribadi
Warga negara Indonesia
Usia 40 tahun

Personal data
ndonesian citizens
40 years old

Domisili
Indonesia

Domicile
Indonesia

Riwayat Penunjukan
Diangkat sebagai Direktur Digital Banking berdasarkan keputusan Rapat Umum Pemegang Saham (RUPS) Luar Biasa tanggal 7 April 2021 yang telah diaktakan melalui Akta No. 11 tanggal 7 April 2021 yang di buat di hadapan Yulia, S.H., Notaris, di Jakarta.

Appointment History
Appointed as Director of Digital Banking based on the resolution of the Extraordinary General Meeting of Shareholders (GMS) on April 7, 2021 which has been notarized through Deed No. 11 dated April 7, 2021, drawn up before Yulia, S.H., Notary, in Jakarta.

Penilaian Kemampuan dan Kepatutan
Akan diinformasikan apabila telah mendapatkan hasil penilaian kemampuan dan kepatutan dari Otoritas Jasa Keuangan.

Fit and Proper Assessment
It will be informed if it has obtained the results of the fit and proper test from the Financial Services Authority.

Riwayat Pendidikan
- Master in Business Administration dari Johnson Graduate School of Management, Cornell University (2011)
- S1 - Sarjana Teknik Mesin, National University of Singapore (2006)

Educational background
- Master in Business Administration from Johnson Graduate School of Management, Cornell University(2011)
- Bachelor of Engineering, National University of Singapore (2006)

Riwayat Pekerjaan
Sebelum bergabung dengan PT Bank Aladin Syariah Tbk, beliau berkarier sebagai Demand Analyst di Singapore Airlines (2006-2007), Fixed income and equity derivatives di Royal Bank of Scotland (2007-2009), sebagai Associate di A.T. Kearney (2011-2013), sebagai Direktur Pengembangan Bisnis di Purwana Group (2013-2015), Senior Managing Consultant di MasterCard Advisors (2015-2016), Project Director, Chief Product Officer di PT Visionet Internasional (OVO) (2016-2019), Director of Portfolio Operations di PT Multipolar Tbk (2019), Gojek & Head of Liquidity Gopay (2019 - 2020).

Employment history
Prior to joining PT Bank Aladin Syariah Tbk, he had a career as Demand Analyst at Singapore Airlines (2006-2007), Fixed income and equity derivatives at Royal Bank of Scotland (2007-2009), as Associate at A.T. Kearney (2011-2013), as Director of Business Development at Purwana Group (2013-2015), Senior Managing Consultant at MasterCard Advisors (2015-2016), Project Director, Chief Product Officer at PT Visionet Internasional (OVO) (2016-2019) , Director of Portfolio Operations at PT Multipolar Tbk (2019), Gojek & Head of Liquidity Gopay (2019 - 2020).

Informasi Rangkap Jabatan
Beliau tidak memiliki jabatan rangkap di perusahaan atau lembaga lain.

Concurrent Position Information
He does not have concurrent positions in other companies or institutions.

Hubungan Afiliasi
Beliau tidak memiliki hubungan afiliasi baik dengan Dewan Pengawas dan anggota Dewan Komisaris, anggota Direksi lainnya, maupun dengan pemegang saham utama dan pengendali baik langsung maupun tidak langsung.

Affiliate Relationship
He has no affiliation with either the Supervisory Board and members of the Board of Commissioners, other members of the Board of Directors, nor with the major and controlling shareholders, either directly or indirectly.

Kepemilikan Saham BANK
Beliau tidak memiliki kepemilikan saham di BANK

BANK Share Ownership
He has no share ownership in the BANK

*Akan efektif setelah dinyatakan lulus Penilaian Kemampuan dan Kepatutan (*Fit & Proper Test*) oleh Otoritas Jasa Keuangan. Hingga laporan ini dikeluarkan, Sdr Willy Hambali telah menjabat sebagai *Chief Operating & Strategy Officer*

*Will be effective after passing the Fit & Proper Test by the Financial Services Authority. Until this report is published, Willy Hambali has been appointed as Chief Operating & Strategy Officer

Budi Santoso Kusmiantoro

Chief Technology Officer

Chief Technology Officer

Data Pribadi
Warga negara Asing
Usia 45 tahun

Personal data
Foreign citizens
45 years old

Domisili
Indonesia

Domicile
Indonesia

Riwayat Penunjukan
Diangkat sebagai Chief Technology Officer berdasarkan Surat Keputusan Direksi No. SRT.011.HCD/08.2021 tanggal 2 Agustus 2021.

Appointment History
Appointed as Chief Technology Officer based on Decree of the Board of Directors No. SRT.011.HCD/08.2021 dated August 2, 2021

Riwayat Pendidikan
- Master of Science, San Jose State University, Amerika Serikat (2001)
- S1 - Sarjana Teknik Sipil, Universitas Tarumanegara (1998)

Educational background
- Master of Science, San Jose State University, United States (2001)
- Bachelor of Civil Engineering, Tarumanegara University (1998)

Riwayat Pekerjaan
Sebelum bergabung dengan PT Bank Aladin Syariah Tbk, beliau berkarier sebagai Software Engineer di Novell, Inc (2000-2001), Software Engineer III di Symbol Technologies (2001-2004), Team Architect di PayPal (2004-2006), Senior Engineering Manager di Google (2006-2016), Vice President Engineering di Traveloka (2016-2018), Chief Technology Officer di PT Visionet Internasional (OVO) (2018-2019) dan Chief Technology Officer Transport di Traveloka (2019-Januari 2021).

Employment history
Prior to joining PT Bank Aladin Syariah Tbk, he had a career as Software Engineer at Novell, Inc (2000-2001), Software Engineer III at Symbol Technologies (2001-2004), Team Architect at PayPal (2004-2006), Senior Engineering Manager at Google (2006-2016), Vice President Engineering at Traveloka (2016-2018), Chief Technology Officer at PT Visionet Internasional (OVO) (2018-2019) and Chief Technology Officer Transport at Traveloka (2019-January 2021).

Informasi Rangkap Jabatan
Beliau tidak memiliki jabatan rangkap di perusahaan atau lembaga lain.

Concurrent Position Information
He does not have concurrent positions in other companies or institutions.

Hubungan Afiliasi
Beliau tidak memiliki hubungan afiliasi baik dengan Dewan Pengawas dan anggota Dewan Komisaris, anggota Direksi lainnya, maupun dengan pemegang saham utama dan pengendali baik langsung maupun tidak langsung.

Affiliate Relationship
He has no affiliation with either the Supervisory Board and members of the Board of Commissioners, other members of the Board of Directors, nor with the major and controlling shareholders, either directly or indirectly.

Kepemilikan Saham BANK
Beliau tidak memiliki kepemilikan saham di BANK

BANK Share Ownership
He has no share ownership in the BANK

Dr. H. M. Asrorun Ni'am Sholeh, MA

Ketua Dewan Pengawas Syariah

Chairman of the Sharia Supervisory Board

Masa Jabatan: 28 Mei 2020 – Penutupan RUPS tahun ketiga

Term of Office: May 28, 2020 – Closing of the third year GMS

Profil Dewan Pengawas Syariah
Sharia Supervisory Board Profile

Sepanjang tahun 2021, dan sampai dengan Laporan Tahunan ini disahkan, tidak terdapat perubahan susunan dan komposisi Dewan Pengawas Syariah Bank.
Throughout 2021, and until this Annual Report is ratified, there is no change in the composition and composition of the Bank Syariah Supervisory Board.

Data Pribadi
Warga negara Indonesia
Usia 45 tahun

Personal data
Indonesian citizens
Age 45 years

Domisili
Indonesia

Domicile
Indonesia

Riwayat Penunjukan
Menjabat sebagai Ketua Dewan Pengawas Syariah berdasarkan keputusan RUPS Sirkuler Tahun 2020 dengan berita acara dalam Akta Notaris No. 149 tanggal 28 Mei 2020, dibuat oleh Notaris Eliwaty Tjitra, S.H., di Jakarta.

Appointment History
Served as Chairman of the Sharia Supervisory Board based on the decision of the 2020 Circular GMS with the minutes of the Notary Deed No. 149 dated 28 May 2020, made by Notary Eliwaty Tjitra, S.H., in Jakarta.

Riwayat Pendidikan
S3 - Doktor Konsentrasi Hukum Islam, Universitas Islam Negeri Syarif Hidayatullah, Jakarta (2008).

Educational background
S3 - Doctoral Concentration in Islamic Law, Syarif Hidayatullah State Islamic University, Jakarta (2008).

Riwayat Pekerjaan
Selain menjabat sebagai Ketua Dewan Pengawas Syariah Perseroan, saat ini beliau juga menjabat sebagai Ketua DPS di PT BESS Finance, Jakarta (2008-sekarang). Sebelum bergabung dengan PT Bank Aladin Syariah Tbk, beliau berkiprah sebagai Ketua DPS Maybank Syariah (2010- Januari 2020). Ketua Dewan Pengawas Syariah (DPS) di PT BESS Finance, Jakarta (2008-sekarang). Dosen di UIN Jakarta (2004-sekarang). Pengasuh Ponpes Al-Nahdlah, Depok, Jawa Barat (2006-sekarang).

Employment history
In addition to serving as Chairman of the Company's Sharia Supervisory Board, he currently also serves as Chairman of DPS at PT BESS Finance, Jakarta (2008-present). Prior to joining PT Bank Aladin Syariah Tbk, he served as Chairman of the Sharia Supervisory Board of Maybank (2010-January 2020). Chairman of the Sharia Supervisory Board (DPS) at PT BESS Finance, Jakarta (2008-present). Lecturer at UIN Jakarta (2004-present). Caretaker of Al-Nahdlah Islamic Boarding School, Depok, West Java (2006-present).

Informasi Rangkap Jabatan
Dr. H. M. Asrorun Ni'am Sholeh, MA memiliki rangkap jabatan sebagai Ketua DPS di PT BESS Finance, Jakarta (2008-sekarang), Dosen di UIN Jakarta (2004-sekarang), dan Pengasuh Pondok Pesantren Al-Nahdlah, Depok, Jawa Barat (2006-sekarang).

Concurrent Position Information
Dr. HM Asrorun Ni'am Sholeh, MA has concurrent positions as Chair of the DPS at PT BESS Finance, Jakarta (2008-present), Lecturer at UIN Jakarta (2004-present), and Caretaker of Al-Nahdlah Islamic Boarding School, Depok, West Java (2006). -now).

Hubungan Afiliasi
Beliau tidak memiliki hubungan afiliasi baik dengan anggota anggota Dewan Komisaris, anggota Direksi, anggota Dewan Pengawas lainnya, maupun dengan pemegang saham utama dan pengendali baik langsung maupun tidak langsung.

Affiliate Relationship
He has no affiliation with members of the Board of Commissioners, members of the Board of Directors, other members of the Supervisory Board, or with the major and controlling shareholders, either directly or indirectly.

Kepemilikan Saham BANK
Beliau tidak memiliki kepemilikan saham di BANK

BANK Share Ownership
He has no share ownership in the BANK

Sholahudin Al Aiyub, S.Ag, M.Si

Anggota Dewan Pengawas Syariah

Member of Sharia Supervisory Board

Masa Jabatan: 28 Mei 2020 – Penutupan RUPS tahun ketiga

Term of Office: May 28, 2020 – Closing of the third year GMS

Data Pribadi
Warga negara Indonesia
Usia 47 tahun

Personal data
Indonesian citizens
Age 47 years

Domisili
Indonesia

Domicile
Indonesia

Riwayat Penunjukan
Menjabat sebagai Anggota Dewan Pengawas Syariah berdasarkan keputusan RUPS Sirkuler Tahun 2020 dengan berita acara dalam Akta Notaris No. 149 tanggal 28 Mei 2020, dibuat oleh Notaris Eliwaty Tjitra, S.H., di Jakarta.

Appointment History
Served as a Member of the Sharia Supervisory Board based on the decision of the 2020 Circular GMS with the minutes of the Notary Deed No. 149 dated May 28, 2020, made by Notary Eliwaty Tjitra, S.H., in Jakarta.

Riwayat Pendidikan
- S2 – Sarjana Ekonomi dan Keuangan Islam, Universitas Indonesia (2007).
- S1 – Sarjana Tarbiyah, Institut Agama Islam Al-Aqidah (IAIA) (2003).

Educational background
- Masters – Bachelor of Islamic Economics and Finance, University of Indonesia (2007).
- S1 – Bachelor of Tarbiyah, Institute of Islamic Religion Al-Aqidah (IAIA) (2003).

Riwayat Pekerjaan
Selain menjabat sebagai Anggota Dewan Pengawas Syariah Perseroan, saat ini beliau juga menjabat sebagai Anggota DPS Bank Muamalat Indonesia, Anggota DPS Reindo Syariah, Anggota DPS Indomobil Finance Syariah. Sebelum bergabung dengan PT Bank Aladin Syariah Tbk, beliau berkiprah sebagai Anggota DPS Maybank Syariah. Sekretaris Pribadi di Sekretariat Wakil Presiden (2019-sekarang). Dewan Pengawas Syariah di Bank Muamalat Indonesia (2017-sekarang). Dewan Pengawas Syariah di Reindo Syariah (2016-sekarang). Wakil Sekjen MUI (2015-sekarang). Wakil Sekretaris BPH di DSN-MUI (2015-sekarang).Katib Syuriah di PBNU (2015-sekarang). Dewan Pengawas Syariah di Indomobil Finance Syariah (2013-sekarang).

Employment history
In addition to serve as a Member of the Company's Sharia Supervisory Board, he currently also serves as a Member of the Sharia Supervisory Board of Bank Muamalat Indonesia, Member of the Sharia Supervisory Board of Reindo Sharia, and Member of the Sharia Supervisory Board of Indomobil Finance. Prior to joining PT Bank Aladin Syariah Tbk, he was active as a Member of DPS Maybank Syariah. Personal Secretary at the Vice President's Secretariat (2019-present). Sharia Supervisory Board at Bank Muamalat Indonesia (2017-present). Sharia Supervisory Board at Reindo Syariah (2016-present). Deputy Secretary General of MUI (2015-present). Deputy Secretary of BPH at DSN-MUI (2015-present). Katib Syuriah at PBNU (2015-present). Sharia Supervisory Board at Indomobil Finance Syariah (2013-present).

Informasi Rangkap Jabatan
Sholahudin Al Aiyub, S.Ag, M.Si memiliki rangkap jabatan sebagai Anggota DPS Bank Muamalat Indonesia (2017-sekarang), Anggota DPS Reindo Syariah (2016-sekarang), Anggota DPS Indomobil Finance Syariah (2013-sekarang), Wakil Sekjen MUI (2015-sekarang), Wakil Sekretaris BPH di DSN-MUI (2015-sekarang), dan Katib Syuriah di PBNU (2015-sekarang).

Concurrent Position Information
Sholahudin Al Aiyub, S.Ag, M.Si has concurrent positions as Member of DPS Bank Muamalat Indonesia (2017-present), Member of DPS Reindo Syariah (2016-present), Member of DPS Indomobil Finance Syariah (2013-present), Deputy Secretary General of MUI (2015-present), Deputy Secretary of BPH at DSN-MUI (2015-present), and Katib Syuriah at PBNU (2015-present).

Hubungan Afiliasi
Beliau tidak memiliki hubungan afiliasi baik dengan anggota anggota Dewan Komisaris, anggota Direksi, anggota Dewan Pengawas lainnya, maupun dengan pemegang saham utama dan pengendali baik langsung maupun tidak langsung.

Affiliate Relationship
He has no affiliation with members of the Board of Commissioners, members of the Board of Directors, other members of the Supervisory Board, or with the major and controlling shareholders, either directly or indirectly.

Kepemilikan Saham BANK
Beliau tidak memiliki kepemilikan saham di BANK

BANK Share Ownership
He has no share ownership in the BANK

Demografi Karyawan dan Pengembangan Kompetensi

Employee Demography and Competence Development

Demografi Karyawan

Per 31 Desember 2021, jumlah karyawan Bank mencapai 199 orang, mengalami peningkatan sebesar 373,81% dibandingkan jumlah karyawan per 31 Desember 2020 yang sebanyak 42 orang. Adanya peningkatan ini disebabkan oleh adanya peralihan segmen ke bank digital yang memerlukan talenta-talenta yang berkecimpung di bidang teknologi

Employee Demographics

As of December 31, 2021, the number of employees of the Bank reached 199 people, an increase of 373.81% compared to the number of employees as of December 31, 2020 which was 42 people. This increase is due to the shift in the segment to digital banking which requires talents who are engaged in technology

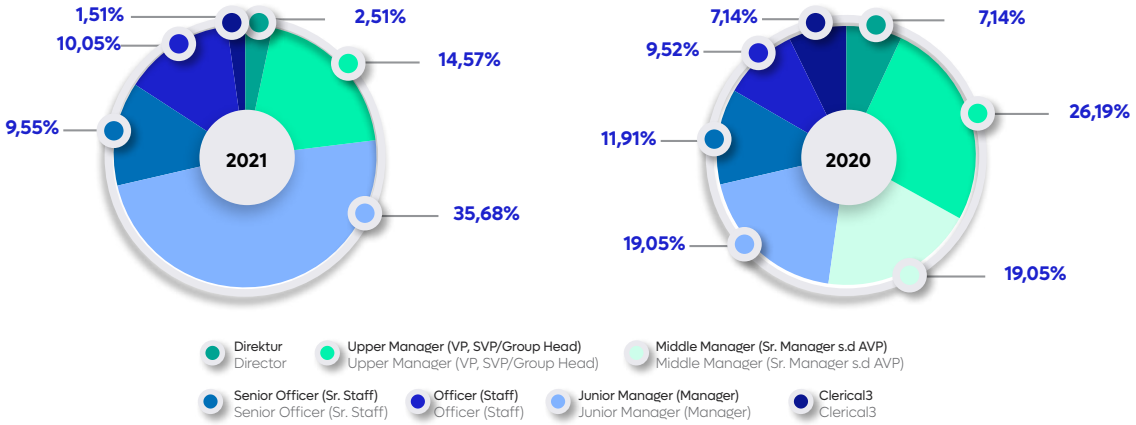
Pergerakan Jumlah Karyawan 2017-2021 (orang)
Movement of Number of Employees 2017-2021 (people)

Demografi Karyawan Berdasarkan Level Organisasi(orang)
Employee Demographics by Organizational Level (people)

Level Organisasi Organization Level	2021				2020			
	L	P	Jumlah Amount	Komposisi Composition (%)	L	P	Jumlah Amount	Komposisi Composition (%)
Director	3	2	5	2,51%	2	1	3	7,14%
Upper Manager (VP, SVP/Group Head)	21	8	29	14,57%	10	1	11	26,19%
Middle Manager (Sr. Manager s.d AVP)	39	13	52	26.13%	6	2	8	19,05%
Junior Manager (Manager)	48	23	71	35,68%	5	3	8	19,05%
Senior Officer (Sr. Staff)	9	10	19	9,55%	3	2	5	11,91%
Officer (Staff)	10	10	20	10,05%	4	0	4	9,52%
Clerical3	3	0	3	1,51%	3	0	3	7,14%
Jumlah Total	133	66	199	100,00%	33	9	42	100,00%

L = Laki-laki / P = Perempuan
L = Male / P = Female

Komposisi Karyawan Berdasarkan Level Organisasi (orang)
Employee Composition Based on Organizational Level (people)

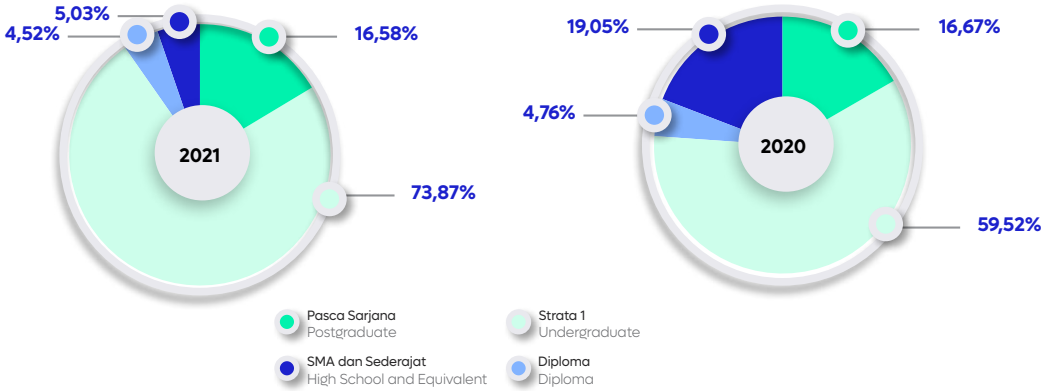


Demografi Karyawan Berdasarkan Tingkat Pendidikan (orang)
Employee Demographics by Education Level (people)

Tingkat Pendidikan Level of education	2021				2020			
	L	P	Jumlah Amount	Komposisi Composition (%)	L	P	Jumlah Amount	Komposisi Composition (%)
Pasca Sarjana Postgraduate	19	14	33	16,58%	5	2	7	16,67%
Strata 1 Undergraduate	99	48	147	73,87%	19	6	25	59,52%
Diploma	6	3	9	4,52%	1	1	2	4,76%
SMA dan Sederajat High School and Equivalent	9	1	10	5,03%	8	0	8	19,05%
Jumlah Total	133	66	199	100,00%	33	9	42	100,00%

L = Laki-laki / P = Perempuan
L = Male / P = Female

Komposisi Karyawan Berdasarkan Tingkat Pendidikan (orang)
Employee Composition Based on Education Level (people)

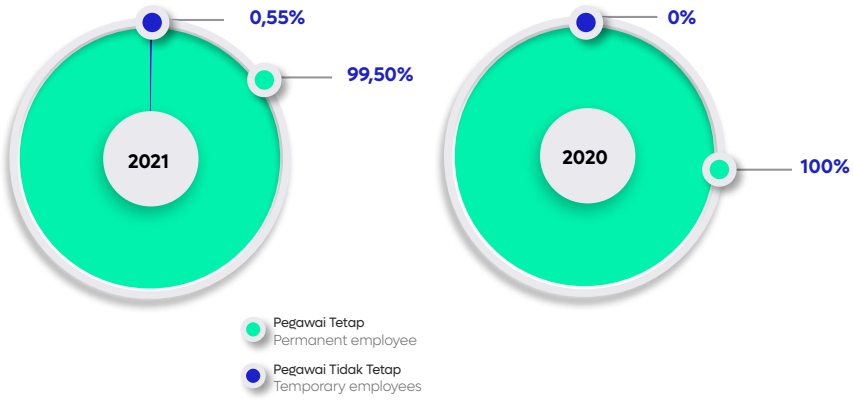


Demografi Karyawan Berdasarkan Status Kepegawaian (orang)
Demographics of Employees Based on Employment Status (people)

Status Kepegawaian Employment status	2021				2020			
	L	P	Jumlah Amount	Komposisi Composition (%)	L	P	Jumlah Amount	Komposisi Composition (%)
Pegawai Tetap Permanent employee	133	65	198	99,50%	33	9	42	100,00%
Pegawai Tidak Tetap Temporary employees	0	1	1	0,50%	0	0	0	0,00%
Jumlah Total	133	66	199	100,00%	33	9	42	100,00%

L = Laki-laki / P = Perempuan
L = Male / P = Female

Komposisi Karyawan Berdasarkan Status Kepegawaian (orang)
Employee Composition Based on Employment Status (people)

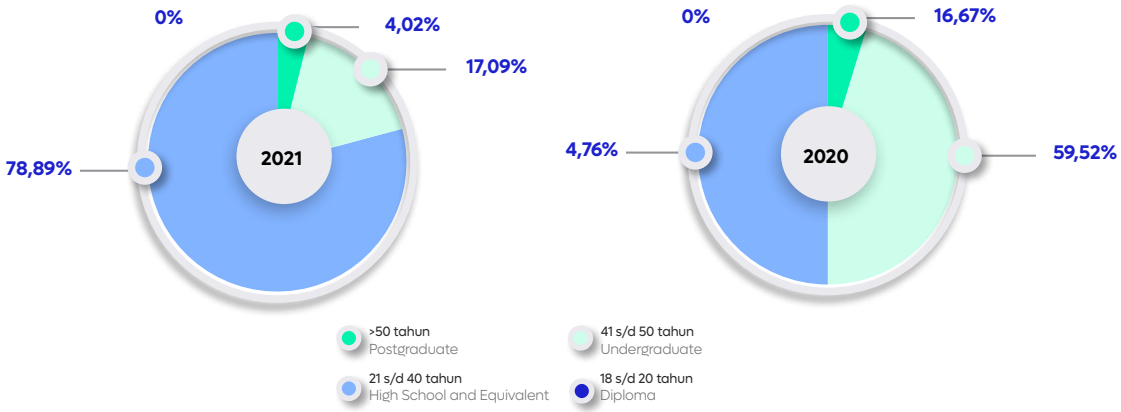


Demografi Karyawan Berdasarkan Rentang Usia (orang)
Employee Demographics by Age Range (people)

Rentang Usia	2021				2020			
	L	P	Jumlah Amount	Komposisi Composition (%)	L	P	Jumlah Amount	Komposisi Composition (%)
>50 tahun	7	1	8	4,02%	2	0	2	4,76%
41 s/d 50 tahun	22	12	34	17,09%	16	3	19	45,24%
21 s/d 40 tahun	104	53	157	78,89%	15	6	21	50,00%
18 s/d 20 tahun	0	0	0	0%	0	0	0	0,00%
Jumlah Total	133	66	199	100,00%	33	9	42	100,00%

L = Laki-laki / P = Perempuan
L = Male / P = Female

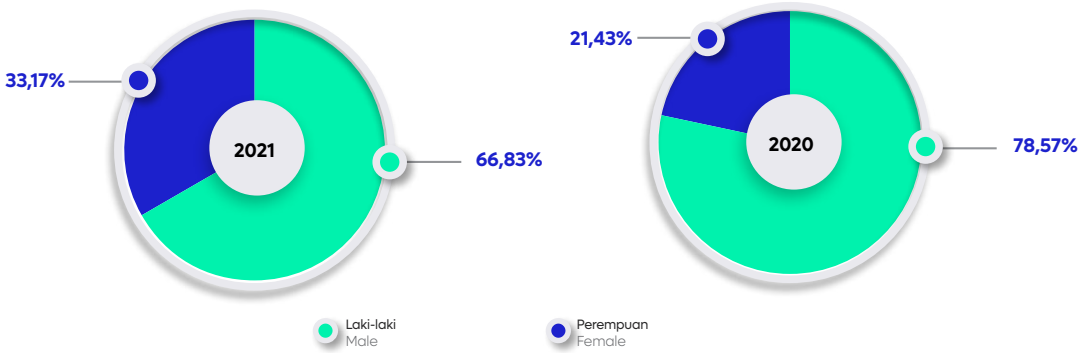
Komposisi Karyawan Berdasarkan Rentang Usia (orang)
Employee Composition by Age Range (people)



Demografi Karyawan Berdasarkan *Gender*/Jenis Kelamin (orang)
Employee Demographics by Gender (people)

Gender/Jenis Kelamin	2021		2020	
	Jumlah Amount	Komposisi Composition (%)	Jumlah Amount	Komposisi Composition (%)
Laki-laki Male	133	66,83%	33	78,57%
Perempuan Female	66	33,17%	9	21,43%
Jumlah Total	199	100,00%	42	100,00%

Komposisi Karyawan Berdasarkan *Gender*/Jenis Kelamin (orang)
Employee Composition by Gender (people)



Pengembangan Kompetensi Karyawan

Bank Aladin meyakini Sumber Daya Manusia (SDM) yang mumpuni merupakan ujung tombak dalam upaya Bank untuk mewujudkan visi dan misi Bank. Untuk itu, Perseroan secara berkesinambungan menjalankan program pendidikan dan pengembangan kompetensi pegawai agar lebih kompetitif dalam menghadapi perubahan dan perkembangan industri perbankan syariah yang begitu pesat. Perseroan begitu memperhatikan dengan baik kualitas, profesionalitas dan efektivitas SDM dalam menjaga, serta menumbuhkan loyalitas dan produktivitas SDM setiap tahunnya. Komitmen-komitmen tersebut dibuktikan dengan penyelenggaraan pelatihan dan pengembangan SDM yang dilakukan dengan mengacu pada kerangka pelatihan dan pengembangan yang mencakup seluruh aspek dan metode pengembangan bagi seluruh SDM.

Employee Competency Development

Bank Aladin believes that qualified Human Resources (HR) are the spearhead in the Bank's efforts to realize the Bank's vision and mission. To that end, the Company continuously runs education programs and employee competency development to be more competitive in the face of changes and rapid developments in the Islamic banking industry. The Company pays great attention to the quality, professionalism and effectiveness of HR in maintaining and growing HR loyalty and productivity every year. These commitments are evidenced by the implementation of HR training and development which is carried out with reference to the training and development framework that covers all aspects and development methods for all HR.

Pengembangan Kompetensi Berdasarkan Level Organisasi/Jabatan Tahun 2021
Employee Competency by Level Organization/Position in 2021

Level Jabatan Position Level	**Jenis Pendidikan atau Pelatihan** Type of Education or Training	**Nama Pendidikan atau Pelatihan** Name of Education or Training	**Tujuan Pendidikan atau Pelatihan** Purpose of Education or Training	**Jumlah Peserta** Number of participants	**Komposisi Peserta** Participant Composition	
					Berdasarkan Level Organisasi By Organizational Level **(%)**	**Berdasarkan Jenis Pelatihan** By Type Training **(%)**
Director	External	Covid-19 *Talkshow*	Memberikan edukasi kepada karyawan tentang pandemi Covid-19 Provide education to employees about the Covid-19 pandemic	4	67%	8%
	External	Pelatihan Kepatuhan Syariah Sharia Compliance Training	Mengetahui seberapa besar pengaruh Kepatuhan Syariah Knowing how big the influence of Sharia Compliance	2	50%	8%
	External	Pelatihan Kepemimpinan Leadership Training	Memperluas Jaringan Bisnis, pengembangan kepemimpinan & bantuan darurat Expanding Business Network, leadership development & emergency assistance	1	100%	8%
	External	Pelatihan Manajemen Resiko Risk Management Training	Melakukan mitigasi atau pelacakan sumber-sumber yang berpotensi mengancam produktivitas dan keamanan bisnis Mitigate or track sources that have the potential to threaten business productivity and security	7	19%	8%

Level Jabatan Position Level	**Jenis Pendidikan atau Pelatihan** Type of Education or Training	**Nama Pendidikan atau Pelatihan** Name of Education or Training	**Tujuan Pendidikan atau Pelatihan** Purpose of Education or Training	**Jumlah Peserta** Number of participants	**Komposisi Peserta** Participant Composition	
					Berdasarkan Level Organisasi By Organizational Level **(%)**	**Berdasarkan Jenis Pelatihan** By Type Training **(%)**
	External	Pelatihan Peningkatan kompetensi (Direksi) Competency Improvement Training (Directors)	Memastikan wawasan profesional, kompetensi, dan kemampuan kepemimpinan mereka dapat berkembang selaras dengan perkembangan industri terkini dalam bidangnya masing-masing Ensure that their professional insights, competencies and leadership abilities can develop in line with the latest industry developments in their respective fields	2	100%	8%
	External	Pelatihan Perbankan Syariah Sharia Banking Training	Mengetahui dan paham filosofi transaksi di Bank Syariah dari sisi produk sampai manajemen operasional, birokratis dan akademis know and understand the philosophy of transactions in Islamic Banks from the product side to operational, bureaucratic and academic management	2	2%	8%
	External	Pelatihan Persiapan Uji *Fit & Proper* OJK OJK Fit & Proper Test Preparation Training	Mewujudkan industri Bank yang bersih dengan memastikan Bank dimiliki dan dikelola oleh pihak-pihak yang senantiasa memenuhi persyaratan kemampuan dan kepatutan Realizing a clean banking industry by ensuring that the bank is owned and managed by parties who always meet the fit and proper requirements	3	60%	8%

Level Jabatan Position Level	**Jenis Pendidikan atau Pelatihan** Type of Education or Training	**Nama Pendidikan atau Pelatihan** Name of Education or Training	**Tujuan Pendidikan atau Pelatihan** Purpose of Education or Training	**Jumlah Peserta** Number of participants	**Komposisi Peserta** Participant Composition	
					Berdasarkan Level Organisasi By Organizational Level **(%)**	**Berdasarkan Jenis Pelatihan** By Type Training **(%)**
	External	Sertifikasi Kompetensi Bidang *Treasury Dealer* Treasury Dealer Competency Certification	Memastikan peningkatan kompetensi bankir dalam bidang *Treasury Dealer* dan *Money Broker* secara berkelanjutan Ensure the continuous improvement of bankers' competence in the Treasury Dealer and Money Broker sector	1	33%	8%
	External	Webinar *Wellness at Work*	Menerapkan gaya hidup sehat kepada karyawan melalui berbagai edukasi, jaminan kesehatan, benefit non tunai, dan lainnya Implementing a healthy lifestyle for employees through various education, health insurance, non-cash benefits, and others	4	2%	8%
Upper Manager (VP, SVP/Group Head)	External	Covid-19 *Talkshow*	Memberikan edukasi kepada karyawan tentang pandemi Covid-19 Provide education to employees about the Covid-19 pandemic	20	333%	8%
	External	Pelatihan Kepatuhan Syariah Sharia Compliance Training	Mengetahui seberapa besar pengaruh Kepatuhan Syariah Knowing how big the influence of Sharia Compliance	2	50%	8%
	External	Pelatihan Manajemen Resiko Risk Management Training	Melakukan mitigasi atau pelacakan sumber-sumber yang berpotensi mengancam produktivitas dan keamanan bisnis Mitigate or track sources that have the potential to threaten business productivity and security	22	59%	8%

Level Jabatan Position Level	**Jenis Pendidikan atau Pelatihan** Type of Education or Training	**Nama Pendidikan atau Pelatihan** Name of Education or Training	**Tujuan Pendidikan atau Pelatihan** Purpose of Education or Training	**Jumlah Peserta** Number of participants	**Komposisi Peserta** Participant Composition	
					Berdasarkan Level Organisasi By Organizational Level **(%)**	**Berdasarkan Jenis Pelatihan** By Type Training **(%)**
	External	Pelatihan Perbankan Syariah Sharia Banking Training	Mengetahui dan paham filosofi transaksi di Bank Syariah dari sisi produk sampai manajemen operasional, birokratis dan akademis know and understand the philosophy of transactions in Islamic Banks from the product side to operational, bureaucratic and academic management	20	17%	8%
	External	Pelatihan Persiapan Uji *Fit & Proper* OJK OJK Fit & Proper Test Preparation Training	Mewujudkan industri Bank yang bersih dengan memastikan Bank dimiliki dan dikelola oleh pihak-pihak yang senantiasa memenuhi persyaratan kemampuan dan kepatutan Realizing a clean banking industry by ensuring that the bank is owned and managed by parties who always meet the fit and proper requirements	2	40%	8%
	External	Pelatihan *Qualified Internal Auditor* (QIA) Qualified Internal Auditor (QIA) Training	Memahami karakter yang harus ada dalam audit internal, mampu melaksanakan aktivitas audit internal, serta menerapkannya dalam lingkungan bisnis understand the characteristics that must exist in internal audit, be able to carry out internal audit activities, and apply them in the business environment	2	100%	8%
	External	Sertifikasi Standard Audit Internal & Kode Etik Profesi Internal Audit Standard Certification & Professional Code of Ethics	Memandu perilaku individu dan organisasi dalam melaksanakan kegiatan audit internal guide the behavior of individuals and organizations in carrying out internal audit activities	1	100%	8%

Level Jabatan Position Level	**Jenis Pendidikan atau Pelatihan** Type of Education or Training	**Nama Pendidikan atau Pelatihan** Name of Education or Training	**Tujuan Pendidikan atau Pelatihan** Purpose of Education or Training	**Jumlah Peserta** Number of participants	**Komposisi Peserta** Participant Composition	
					Berdasarkan Level Organisasi By Organizational Level **(%)**	**Berdasarkan Jenis Pelatihan** By Type Training **(%)**
	External	Webinar Transformasi Perbankan Digital Digital Banking Transformation Webinar	Menyederhanakan proses operasional yang ada sehingga menjadi lebih efektif simplify existing operational processes so that they become more effective	1	50%	8%
	External	Webinar *Wellness at Work*	Menerapkan gaya hidup sehat kepada karyawan melalui berbagai edukasi, jaminan kesehatan, benefit non tunai, dan lainnya Implementing a healthy lifestyle for employees through various education, health insurance, non-cash benefits, and others	26	15%	8%
	External	*Workshop Empowering Team for Optimum Performance*	Memahami motivasi anggota tim untuk berkinerja positif & menerapkan teknik dialog yang efektif dan *impactful* untuk memberdayakan tim Understand the motivation of team members to perform positively & apply effective and impactful dialogue techniques to empower the team	22	55%	8%
Middle Manager (Sr. Manager s.d AVP)	External	Covid-19 *Talkshow*	Memberikan edukasi kepada karyawan tentang pandemi Covid-19 Provide education to employees about the Covid-19 pandemic	37	617%	8%
	External	Pelatihan Manajemen Risiko Risk Management Training	Melakukan mitigasi atau pelacakan sumber-sumber yang berpotensi mengancam produktivitas dan keamanan bisnis Mitigate or track sources that have the potential to threaten business productivity and security	6	16%	8%

Level Jabatan Position Level	**Jenis Pendidikan atau Pelatihan** Type of Education or Training	**Nama Pendidikan atau Pelatihan** Name of Education or Training	**Tujuan Pendidikan atau Pelatihan** Purpose of Education or Training	**Jumlah Peserta** Number of participants	**Komposisi Peserta** Participant Composition	
					Berdasarkan Level Organisasi By Organizational Level **(%)**	**Berdasarkan Jenis Pelatihan** By Type Training **(%)**
	External	Pelatihan Perbankan Syariah Sharia Banking Training	Mengetahui dan paham filosofi transaksi di Bank Syariah dari sisi produk sampai manajemen operasional, birokratis dan akademis know and understand the philosophy of transactions in Islamic Banks from the product side to operational, bureaucratic and academic management	32	28%	8%
	External	Sertifikasi Kompetensi Bidang Treasury Dealer Treasury Dealer Competency Certification	Memastikan peningkatan kompetensi bankir dalam bidang *Treasury Dealer* dan *Money Broker* secara berkelanjutan Ensure the continuous improvement of bankers' competence in the Treasury Dealer and Money Broker sector	2	67%	8%
	External	Webinar Transformasi Perbankan Digital Digital Banking Transformation Webinar	Menyederhanakan proses operasional yang ada sehingga menjadi lebih efektif simplify existing operational processes so that they become more effective	1	50%	8%
	External	Webinar *Wellness at Work*	Menerapkan gaya hidup sehat kepada karyawan melalui berbagai edukasi, jaminan kesehatan, benefit non tunai, dan lainnya Implementing a healthy lifestyle for employees through various education, health insurance, non-cash benefits, and others	46	26%	8%

Level Jabatan Position Level	**Jenis Pendidikan atau Pelatihan** Type of Education or Training	**Nama Pendidikan atau Pelatihan** Name of Education or Training	**Tujuan Pendidikan atau Pelatihan** Purpose of Education or Training	**Jumlah Peserta** Number of participants	**Komposisi Peserta** Participant Composition	
					Berdasarkan Level Organisasi By Organizational Level **(%)**	**Berdasarkan Jenis Pelatihan** By Type Training **(%)**
	External	*Workshop Empowering Team For Optimum Performance*	Memahami motivasi anggota tim untuk berkinerja positif & menerapkan teknik dialog yang efektif dan *impactful* untuk memberdayakan tim Understand the motivation of team members to perform positively & apply effective and impactful dialogue techniques to empower the team	17	43%	8%
Junior Manager (Manager)	External	Covid-19 *Talkshow*	Memberikan edukasi kepada karyawan tentang pandemi Covid-19 Provide education to employees about the Covid-19 pandemic	50	833%	8%
	External	Pelatihan Manajemen Risiko Risk Management Training	Melakukan mitigasi atau pelacakan sumber-sumber yang berpotensi mengancam produktivitas dan keamanan bisnis Mitigate or track sources that have the potential to threaten business productivity and security	2	5%	8%
	External	Pelatihan Perbankan Syariah Sharia Banking Training	Mengetahui dan paham filosofi transaksi di Bank Syariah dari sisi produk sampai manajemen operasional, birokratis dan akademis know and understand the philosophy of transactions in Islamic Banks from the product side to operational, bureaucratic and academic management	37	32%	8%
	External	Webinar *Wellness at Work*	Menerapkan gaya hidup sehat kepada karyawan melalui berbagai edukasi, jaminan kesehatan, benefit non tunai, dan lainnya Implementing a healthy lifestyle for employees through various education, health insurance, non-cash benefits, and others	63	36%	8%

Level Jabatan Position Level	**Jenis Pendidikan atau Pelatihan** Type of Education or Training	**Nama Pendidikan atau Pelatihan** Name of Education or Training	**Tujuan Pendidikan atau Pelatihan** Purpose of Education or Training	**Jumlah Peserta** Number of participants	**Komposisi Peserta** Participant Composition	
					Berdasarkan Level Organisasi By Organizational Level **(%)**	**Berdasarkan Jenis Pelatihan** By Type Training **(%)**
	External	*Workshop Empowering Team For Optimum Performance*	Memahami motivasi anggota tim untuk berkinerja positif & menerapkan teknik dialog yang efektif dan *impactful* untuk memberdayakan tim Understand the motivation of team members to perform positively & apply effective and impactful dialogue techniques to empower the team	1	3%	8%
Senior Officer (Sr. Staff)	External	Covid-19 *Talkshow*	Memberikan edukasi kepada karyawan tentang pandemi Covid-19 Provide education to employees about the Covid-19 pandemic	13	217%	8%
	External	Pelatihan Perbankan Syariah Sharia Banking Training	Mengetahui dan paham filosofi transaksi di Bank Syariah dari sisi produk sampai manajemen operasional, birokratis dan akademis know and understand the philosophy of transactions in Islamic Banks from the product side to operational, bureaucratic and academic management	15	13%	8%
	External	Webinar *Wellness at Work*	Menerapkan gaya hidup sehat kepada karyawan melalui berbagai edukasi, jaminan kesehatan, benefit non tunai, dan lainnya Implementing a healthy lifestyle for employees through various education, health insurance, non-cash benefits, and others	17	10%	8%

Level Jabatan Position Level	**Jenis Pendidikan atau Pelatihan** Type of Education or Training	**Nama Pendidikan atau Pelatihan** Name of Education or Training	**Tujuan Pendidikan atau Pelatihan** Purpose of Education or Training	**Jumlah Peserta** Number of participants	**Komposisi Peserta** Participant Composition	
					Berdasarkan Level Organisasi By Organizational Level **(%)**	**Berdasarkan Jenis Pelatihan** By Type Training **(%)**
Officer (Staff)	External	Covid-19 *Talkshow*	Memberikan edukasi kepada karyawan tentang pandemi Covid-19 Provide education to employees about the Covid-19 pandemic	14	233%	8%
	External	Pelatihan Perbankan Syariah Sharia Banking Training	Mengetahui dan paham filosofi transaksi di Bank Syariah dari sisi produk sampai manajemen operasional, birokratis dan akademis know and understand the philosophy of transactions in Islamic Banks from the product side to operational, bureaucratic and academic management	10	9%	8%
	External	Webinar *Wellness at Work*	Menerapkan gaya hidup sehat kepada karyawan melalui berbagai edukasi, jaminan kesehatan, benefit non tunai, dan lainnya Implementing a healthy lifestyle for employees through various education, health insurance, non-cash benefits, and others	18	10%	8%

Biaya Pengembangan Kompetensi

Perseroan memiliki komitmen yang besar untuk terus meningkatkan kapasitas dan kualitas sumber daya insani yang dimilikinya. Komitmen tersebut salah satunya diwujudkan dengan penyediaan anggaran investasi pada program pengembangan kompetensi pegawai secara berkelanjutan. Realisasi biaya pengembangan kompetensi karyawan pada tahun 2021 tercatat sebesar Rp819.356.739,- mengalami peningkatan 481,10% atau setara dengan Rp678.356.739,- dibandingkan tahun 2020 yang sebesar Rp141.000.000,-.

Competency Development Fee

The Company has a strong commitment to continuously improve the capacity and quality of its human resources. One of these commitments is realized by providing an investment budget for employee competency development programs on an ongoing basis. The realization of employee competency development costs in 2021 was recorded at IDR 819,356,739, an increase of 481.10% or equivalent to IDR 678,356,739 compared to 2020 which was IDR 141,000,000.

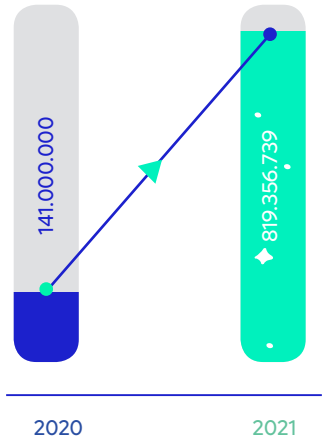
Besaran biaya pengembangan kompetensi karyawan secara total dapat dilihat pada tabel berikut.

The total cost of developing employee competence can be seen in the following table.

Biaya Pengembangan Kompetensi Karyawan
Employee Competency Development Cost

	2021 (Rp)	2020 (Rp)	Perbandingan Realisasi 2021 dan 2020 Comparison of Realization 2021 and 2020	
			Selisih Difference (Rp)	Persentase Percentage (%)
Pengembangan Kompetensi Competency Development	819.356.739	141.000.000	678.356.739	481%

Perbandingan Biaya Pengembangan Kompetensi
Comparison of Competency Development Costs
(Rp)



Uraian lengkap terkait kebijakan Bank dalam mengelola dan mengembangkan kompetensi SDM dapat dilihat pada pembahasan Sumber Daya Manusia di bab Fungsi Penunjang Bisnis dalam Laporan Tahunan ini.

A complete description of the Bank's policies in managing and developing HR competencies can be seen in the discussion on Human Resources in the Business Support Functions chapter of this Annual Report.

Komposisi Pemegang Saham
Composition of Shareholders

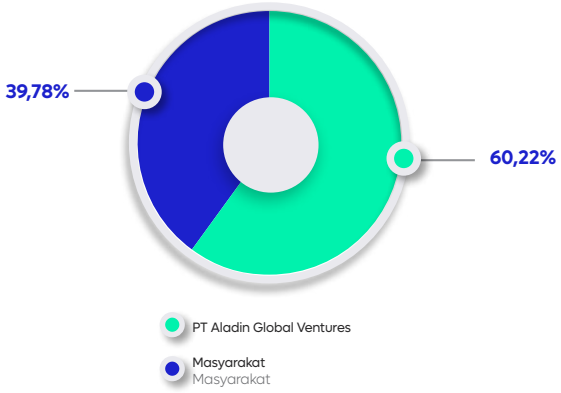
KOMPOSISI KEPEMILIKAN SAHAM ALADIN BANK

ALADIN BANK SHARE OWNERSHIP COMPOSITION

Kepemilikan Saham Aladin Bank per 31 Desember 2021
Aladin Bank Share Ownership as of December 31, 2021

Pemegang Saham Shareholders	**Jumlah Saham (lembar)** Number of shares (sheet)	**Modal Ditempatkan dan Disetor Penuh** Issued and fully deposited capital **(Rp)**	**Persentase Kepemilikan** Ownership Percentage **(%)**
		Nilai Nominal Saham = Rp100/lembar saham Share Nominal Value = Rp100/share	
Kepemilikan saham 5% atau lebih Share ownership 5% or more			
PT Aladin Global Ventures	7.988.245.746	798.824.574.600	60,22%
Masyarakat Public	5.277.510.926	527.751.092.600	39,78%
Jumlah Total	13.265.756.672	1.326.575.667.200	100,00%

Komposisi Pemegang Saham Aladin Bank per 31 Desember 2021
Composition of Aladin Bank Shareholders as of December 31, 2021



Komposisi Kepemilikan Waran Seri I

Bersamaan dengan penawaran umum perdana saham, yakni pada tanggal 22 Januari 2021, Aladin Bank menerbitkan sebanyak 2.800.000.000 Waran Seri I yang melekat pada saham yang dikeluarkan dan diberikan secara cuma-Cuma sebagai insentif bagi pemegang saham dengan harga pelaksanaan waran Rp110 yang mulai berlaku mulai tanggal 2 Agustus 2021 sampai dengan 30 Januari 2026.

Berikut daftar nama pemegang Waran Seri I beserta jumlah dan persentase kepemilikan Waran Seri I, per 31 Desember 2021.

Komposisi Kepemilikan Saham Aladin Bank oleh Dewan Komisaris dan Direksi

Aladin Bank baru memperoleh pernyataan efektif dari Otoritas Jasa Keuangan (OJK) pada tanggal 22 Januari 2021, dengan surat No. S-8/D.04/2021 untuk melakukan penawaran umum perdana 5.000.000.000 saham dengan nilai nominal Rp100 (nilai penuh) per saham kepada masyarakat dengan harga penawaran sebesar Rp103 (nilai penuh) per saham. Pada tanggal 1 Februari 2021, saham tersebut telah dicatatkan pada Bursa Efek Indonesia (BEI) dengan kode saham BANK.

Berikut daftar Dewan Komisaris dan Direksi Aladin Bank yang memiliki saham Bank sejak saham tersebut tercatat pada BEI pada tanggal 1 Februari 2021 hingga akhir tahun 2021.

Composition of Ownership of Series I Warrants

Along with the initial public offering of shares, namely on January 22, 2021, Aladin Bank issued a total of 2,800,000,000 Series I Warrants attached to the issued shares and given free of charge as an incentive to shareholders with an exercise price of Rp110 warrants which came into effect from August 2, 2021 to January 30, 2026.

The following is a list of the names of holders of Series I Warrants along with the number and percentage of ownership of Series I Warrants, as of December 31, 2021.

Aladin Bank Share Ownership Composition by the Board of Commissioners and Directors

Aladin Bank has just received an effective statement from the Financial Services Authority (OJK) on January 22, 2021, with letter No. S-8/D.04/2021 to conduct an initial public offering of 5,000,000,000 shares with a par value of Rp100 (full value) per share to the public at an offering price of Rp103 (full value) per share. On February 1, 2021, the shares were listed on the Indonesia Stock Exchange (IDX) with the stock code BANK.

The following is a list of the Board of Commissioners and Directors of Aladin Bank who have owned the Bank's shares since the shares were listed on the IDX on February 1, 2021 until the end of 2021.

Kepemilikan Saham Aladin Bank oleh Dewan Komisaris dan Direksi
Aladin Bank Share Ownership by the Board of Commissioners and Directors

Nama Name	**Jabatan** Position	**2021**	
		Jumlah Saham (lembar) Number of shares **(sheet)**	**Persentase Kepemilikan** Ownership Percentage **(%)**
Dewan Komisaris Board of Commissioners			
Nurdiaz Alvin Pattisahusiwa	Presiden Komisaris / Komisaris Independen* President Commissioner / Independent Commissioner	Nihil Nil	Nihil Nil
Ationo Teguh Basuki	Komisaris Commissioner	Nihil Nil	Nihil Nil
Fransisca Ekawati	Komisaris Independen Independent Commissioner	Nihil Nil	Nihil Nil
Rudy Hamdani	Komisaris Independen* Independent Commissioner	Nihil Nil	Nihil Nil

Kepemilikan Saham Aladin Bank oleh Dewan Komisaris dan Direksi
Aladin Bank Share Ownership by the Board of Commissioners and Directors

Nama Name	**Jabatan** Position	**2021**	
		Jumlah Saham (lembar) Number of shares **(sheet)**	**Persentase Kepemilikan** Ownership Percentage **(%)**
Direksi Directors			
Dyota Marsudi	Presiden Direktur President Director	Nihil Nil	Nihil Nil
Basuki Hidayat	Direktur Operasional Operations Director	Nihil Nil	Nihil Nil
Mohammad Riza	Direktur Bisnis Business Director	Nihil Nil	Nihil Nil
Baiq Nadea Dzurriatin	Direktur Kepatuhan Compliance Director	Nihil Nil	Nihil Nil
Firdilla Sari	Direktur Digital Banking Digital Banking Director	Nihil Nil	Nihil Nil
Willy Hambali	Direktur Keuangan dan Strategi* Finance and Strategy Director*	Nihil Nil	Nihil Nil
Jumlah Total		**Nihil** Nil	**Nihil** Nil

Nihil = tidak memiliki saham Bank
Nothing = do not have Bank shares

Komposisi Pemegang Saham Aladin Bank Berdasarkan Status

Shareholder Composition of Aladin Bank Based on Status

Rincian Komposisi Pemegang Saham Aladin Bank Berdasarkan Status per 31 Desember 2021
Details of Aladin Bank Shareholders Composition By Status as of December 31, 2021

Status Pemegang Saham Shareholder Status	**Jumlah Pemilik** Number of Owners	**Jumlah Saham (lembar)** Number of shares (sheet)	**Persentase Kepemilikan** Ownership Percentage **(%)**
Domestik Domestic			
Perorangan Individual	19.853	575.163.112	4,33%
Institusi Institution	109	11.883.108.060	89,58%
Jumlah Total	**19.962**	**12.458.271.172**	**93,91%**
Asing Foreign			
Perorangan Individual	17	198.800	0,00%
Institusi Institution	53	807.286.700	6,09%
Jumlah Total	**70**	**807.485.500**	**6,09%**
Jumlah Keseluruhan Total number	**20.032**	**13.265.756.672**	**100,00%**

Pemegang Saham Utama dan Pengendali
Main Shareholders and Controlling

Informasi Pemegang Saham Utama/Pengendali

Pemegang saham utama dan pengendali Aladin Bank adalah PT Aladin Global Ventures dengan komposisi kepemilikan saham sebesar 60,22%. Sedangkan Masyarakat memiliki saham sebesar 39,78%.

Main/Controlling Shareholder Information

The main and controlling shareholder of Aladin Bank is PT Aladin Global Ventures with a share ownership composition of 60.22%. Meanwhile, the public owns a share of 39.78%.

Daftar Entitas Anak dan Entitas Asosiasi dan Ventura Bersama
List of Subsidiaries and Associate Entities and Joint Ventures

Per 31 Desember 2021, Bank tidak memiliki entitas anak dan entitas asosiasi, maupun ventura bersama. Dengan demikian, tidak terdapat informasi terkait nama, persentase kepemilikian, bidang usaha, total aset, dan status operasi terkait entitas anak dan entitas asosiasi, maupun ventura bersama.

As of December 31, 2021, the Bank has no subsidiaries and associates, or joint ventures. Thus, there is no information regarding the name, percentage of ownership, line of business, total assets, and operating status related to subsidiaries and associates, as well as joint ventures.

Nama Alamat Entitas Anak dan/atau Kantor Cabang atau Kantor Perwakilan
Name Address of Subsidiaries and/or Branch Offices or Representative Offices

Per 31 Desember 2021, Bank tidak memiliki entitas anak maupun entitas asosiasi, serta Kantor Cabang ataupun Kantor Perwakilan.

As of December 31, 2021, the Bank has no subsidiaries or associates, as well as Branch Offices or Representative Offices.

Kronologis Penerbitan dan/atau Pencatatan Saham

Chronology of Issuance and/or Listing of Share

Di tahun 2021, Bank melakukan aksi korporasi berupa Penawaran Umum Perdana Saham atau *Intial Public Offering* (IPO) kepada masyarakat. Sebelum melakukan aksi IPO, saham Bank masing-masing dimiliki oleh PT Aladin Global Ventures (sebelumnya bernama PT NTI Global Indonesia) sebanyak 7.988.245.746 saham atau 97,50% dan PT Alphaplus Adhigana Asia sebanyak 204.826.814 saham 2,50%. Kemudian pada tanggal 22 Januari 2021, Bank memperoleh pernyataan efektif dari Otoritas Jasa Keuangan (OJK) dengan suratnya No. S-8/D.04/2021 untuk melakukan penawaran umum perdana 5.000.000.000 saham Bank dengan nilai nominal Rp100 (nilai penuh) per saham kepada masyarakat dengan harga penawaran sebesar Rp103 (nilai penuh) per saham. Pada tanggal 1 Februari 2021, saham tersebut telah dicatatkan pada Bursa Efek Indonesia dengan kode saham BANK. Dari hasil penawaran umum saham perdana, Bank berhasil mencatat penambahan modal disetor sebesar Rp500.000.000.000 dan tambahan modal disetor berupa agio sebesar Rp15.000.000.000 sebelum dikurangi biaya emisi penerbitan saham sebesar Rp4.612.334.741. Hasil penerimaan bersih dari penawaran umum saham perdana ini adalah sebesar Rp510.387.665.259.

In 2021, the Bank will take a corporate action in the form of an Initial Public Offering (IPO) to the public. Prior to the IPO, the Bank's shares were owned by PT Aladin Global Ventures (formerly PT NTI Global Indonesia) with 7,988,245,746 shares or 97.50% and PT Alphaplus Adhigana Asia with 204,826,814 shares 2.50%. Then on January 22, 2021, the Bank obtained an effective statement from the Financial Services Authority (OJK) with its letter No. S-8/D.04/2021 to conduct an initial public offering of 5,000,000,000 Bank shares with a par value of Rp100 (full value) per share to the public at an offering price of Rp103 (full amount) per share. On February 1, 2021, the shares were listed on the Indonesia Stock Exchange with the stock code BANK. From the results of the initial public offering, the Bank managed to record an additional paid-in capital of Rp500,000,000,000 and an additional paid-in capital in the form of premiums of Rp15,000,000,000 before deducting the issuance cost of shares of Rp4,612,334,741. The net proceeds from this initial public offering amounted to Rp510,387,665,259.

Pada tanggal 22 Januari 2021, yakni bersamaan dengan penawaran umum perdana saham, Bank menerbitkan sebanyak 2.800.000.000 Waran Seri I yang melekat pada saham yang dikeluarkan dan diberikan secara cuma-Cuma sebagai insentif bagi pemegang saham dengan harga pelaksanaan waran Rp110 yang mulai berlaku mulai tanggal 2 Agustus 2021 sampai dengan 30 Januari 2026. Sehingga total dana yang diperoleh dari hasil pelaksanaan Waran Seri I adalah sebanyak-banyaknya Rp308.000.000.000,

On January 22, 2021, which coincides with the initial public offering of shares, the Bank issued a total of 2,800,000,000 Series I Warrants attached to the issued shares and given free of charge as an incentive to shareholders with an exercise price of Rp110 warrants which will take effect on the date of August 2, 2021 until January 30, 2026. So that the total funds obtained from the exercise of the Series I Warrants are a maximum of IDR 308,000,000,000,

Sementara itu, berdasarkan Rapat Umum Pemegang Saham Luar Biasa (RUPSLB) yang diselenggarakan pada tanggal 28 Mei 2021, para Pemegang Saham telah menyetujui rencana Bank untuk melakukan Penambahan Modal dengan Hak Memesan Efek Terlebih Dahulu (PMHMETD) I atau *rights issue*. Bank menawarkan sebanyak-banyaknya 2.000.000.000 saham baru dengan nilai nominal Rp100 (seratus Rupiah) per saham atau sebesar 13,12% dari modal ditempatkan dan disetor penuh Bank setelah PMHMETD I.

Meanwhile, based on the Extraordinary General Meeting of Shareholders (EGMS) held on May 28, 2021, the Shareholders have approved the Bank's plan to conduct Capital Increase with Pre-emptive Rights (PMHMETD) I or rights issue. The Bank offers a maximum of 2,000,000,000 new shares with a nominal value of Rp100 (one hundred Rupiah) per share or 13.12% of the Bank's issued and fully paid capital after PMHMETD I.

Berikut disampaikan kronologis penerbitan dan pencatatan saham Bank.

The following is a chronology of the issuance and listing of the Bank's shares.

Kronologis Penerbitan dan Pencatatan Saham
Chronology of Issuance and Listing of Shares

Periode Period	**Keterangan** Information	**Nilai Nominal** Face Value (Rp)	**Harga Penawaran** Bid price (Rp)	**Modal Ditempatkan dan Disetor** Issued and Paid Up Capital			
				Jumlah Saham yang Diterbitkan Number of Shares Issued	**Jumlah Saham** Number of shares	**Total Nilai** Total value **(Rp)**	**Total Harga Penawaran** Total Offer Price (Rp)
Sebelum – IPO Before - IPO					8.193.072.560	819.307.256.000	
2021	Penawaran Umum Perdana Initial Public Offering	100	103	5.000.000.000	13.193.072.560	1.319.307.256.000	515.000.000.000
2021	Waran Seri I Series I Warrants	100	110	2.800.000.000	15.993.072.560	1.599.307.256.000	308.000.000.000

Kronologis Penerbitan dan Pencatatan Efek Lainnya

Chronology of Issuance and Other Securities Listing

Hingga tanggal 31 Desember 2021 maupun tanggal disampaikannya data/informasi ini, Bank tidak menerbitkan efek lainnya dalam bentuk apapun. Dengan demikian tidak terdapat informasi terkait nama efek lainnya, tahun penerbitan efek lainnya, tingkat bunga/imbalan efek lainnya, dan tanggal jatuh tempo efek lainnya; nilai penawaran efek lainnya; nama bursa di mana efek lainnya dicatatkan; dan peringkat efek.

Until December 31, 2021 or the date of submission of this data/information, the Bank does not issue other securities in any form. Therefore, there is no information regarding the names of other securities, the year of issuance of other securities, the interest rate/return on other securities, and the maturity date of other securities; value of other securities offerings; the name of the exchange where other securities are listed; and effect rating.

Lembaga dan Profesi Penunjang
Supporting Institutions and Professions

INFORMASI PERDAGANGAN DAN PENCATATAN SAHAM
TRADING AND LISTING INFORMATION

Akuntan Publik / Public Accountant

Nama Lembaga/ Profesi Name of Institution/Profession	KAP Purwantono, Sungkoro & Surja
Alamat Address	Gedung Bursa Efek Indonesia, Tower II Lantai 7 Jl. Jend. Sudirman Kav 52-53, Jakarta 12190 Indonesia Stock Exchange Building, Tower II 7th Floor Jl. Gen. Sudirman Kav 52-53, Jakarta 12190
Jasa yang Diberikan Services Provided	Standar Audit yang ditetapkan oleh Institut Akuntan Publik Indonesia Auditing Standards set by the Indonesian Institute of Certified Public Accountants
Periode Penugasan Assignment Period	9 Desember 2021 December 9, 2021

Konsultan Hukum / Law Consultant

Nama Lembaga/ Profesi Name of Institution/Profession	Ali Budiardjo, Nugroho, Reksodiputro
Alamat Address	Graha CIMB Niaga Lt. 24 Jl. Jenderal Sudirman Kav. 58 Jakarta 12190 – Indonesia
Jasa yang Diberikan Services Provided	Standar Profesi Konsultan Hukum Pasar Modal Capital Market Legal Consultant Professional Standard
Periode Penugasan Assignment Period	12 Agustus 2021 August 12,2021

Biro Adminitrasi Efek / Securities Administration Bureau

Nama Lembaga/ Profesi Name of Institution/Profession	PT Sharestar Indonesia
Alamat Address	Berita Satu Plaza (d/h Citra Graha Building) Lt. 7, Jl. Gatot Subroto Kav. 35-36, Jakarta 12950
Jasa yang Diberikan Services Provided	Membantu Penjamin Pelaksana Assisting the Implementing Guarantor
Periode Penugasan Assignment Period	30 Juli 2020 July 30, 2020

Notaris / Public Notary

Nama Lembaga/ Profesi Name of Institution/Profession	Yulia, SH
Alamat Address	Multivision Tower, Lantai 3, Suite 05 Jl. Kuningan Mulia Kav. 9B Indonesia Multivision Tower, 3rd Floor, Suite 05 Jl. Kuningan Mulia Kav. 9B Indonesia
Jasa yang Diberikan Services Provided	Perubahan anggaran dasar dan pembuatan akta Amendment of articles of association and making of deeds
Periode Penugasan Assignment Period	27 Juli 2020 July 27, 2020

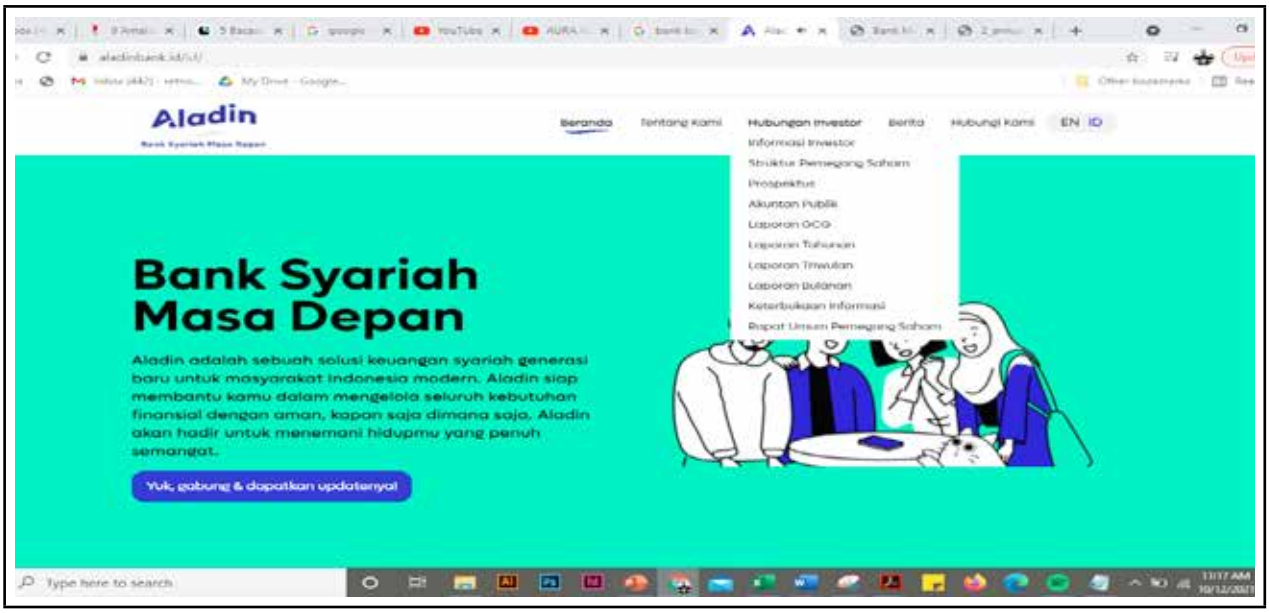
Informasi Pada Situs Web Perusahaan
Information on The Company Website

PT Bank Aladin Syariah Tbk menyediakan informasi kepada *stakeholders* yang salah satunya dapat diakses melalui situs web yang beralamat di aladinbank.id . Sebagai Perusahaan Perbankan Syariah yang mengedepankan transparansi, Aladin berupaya memberikan informasi yang terbuka kepada publik dan pemangku kepentingan. Situs resmi Aladin menyajikan informasi dalam dua Bahasa yakni Bahasa Indonesia dan Bahasa Inggris dan telah memenuhi informasi yang wajib dimuat sesuai dengan Peraturan Otoritas Jasa Keuangan (POJK) No. 8/POJK.4/2015 tentang Situs Web Emiten atau Perusahaan Publik yang telah ditetapkan pada tanggal 25 Juni 2015, seperti :

1. Informasi Umum Emiten atau Perusahaan Publik
2. Informasi Bagi Pemodal atau Investor
3. Informasi Tata Kelola Perusahaan
4. Informasi Tanggung Jawab Sosial Perusahaan

PT Bank Aladin Syariah Tbk provides information to stakeholders, one of which can be accessed through the website at aladinbank.id. As a Sharia Banking Company that prioritizes transparency, Aladin strives to provide open information to the public and stakeholders. Aladin's official website provides information in two languages, namely Indonesian and English and has complied with the information that must be published in accordance with Financial Services Authority Regulation (POJK) No. 8/POJK.4/2015 concerning Websites of Issuers or Public Companies that have been stipulated on June 25, 2015, such as:

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



Uraian Description	**Ketersediaan** Availability	**Keterangan** Information
Informasi pemegang saham sampai dengan pemilik akhir individu; Shareholder information up to individual ultimate owners;	✓	Memuat Informasi kepemilikan Saham dari Para pemegang Saham Bank yang dapat diakses di situs web Bank pada "Hubungan Investor → Struktur Pemegang Saham" https://aladinbank.id/struktur-pemegang-saham Loading Share ownership information from the Bank's Shareholders which can be accessed on the Bank's website under "Investor Relations → Shareholder Structure" https://aladinbank.id/id/structure-pemegang-saham
Isi Kode Etik Fill in the Code of Ethics	✓	Memuat Informasi mengenai Kode Etik Bank yang dapat diakses di situs web Bank pada "Tentang Kami → Tata Kelola" https://aladinbank.id/tata-kelola Contains information regarding the Bank's Code of Ethics which can be accessed on the Bank's website under "About Us → Governance" https://aladinbank.id/id/tata-kelola
Informasi Rapat Umum Pemegang Saham (RUPS) paling kurang meliputi bahan mata acara yang dibahas dalam RUPS, ringkasan risalah RUPS, dan informasi tanggal penting yaitu tanggal pengumuman RUPS, tanggal pemanggilan RUPS, tanggal RUPS, tanggal ringkasan risalah RUPS diumumkan 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.	✓	Memuat Informasi mengenai Rapat Umum Pemegang Saham (RUPS) Bank yang dapat diakses di situs web Bank pada "Hubungan Investor → Rapat Umum Pemegang Saham" https://aladinbank.id/rapat-umum-pemegang-saham Contains information regarding the Bank's General Meeting of Shareholders (GMS) which can be accessed on the Bank's website at "Investor Relations → General Meeting of Shareholders" https://aladinbank.id/id/rapat-umum-pemegang-saham
Laporan keuangan tahunan (5 tahun terakhir) Annual financial report (last 5 years)	✓	Memuat Informasi terkait Laporan Keuangan Bank yang dapat diakses di situs web Bank pada "Hubungan Investor → Laporan Triwulanan" https://aladinbank.id/laporan-tahunan Loading information related to the Bank's Financial Statements which can be accessed on the Bank's website under "Investor Relations → Quarterly Reports" https://aladinbank.id/id/laporan-tahunan
Profil Dewan Komisaris dan Direksi Board of Commissioners and Board of Directors Profile	✓	Memuat informasi terkait Profil Dewan Komisaris dan Direksi yang dapat diakses di situs web Perseroan pada "Tentang Kami → Manajemen Aladin Bank" https://aladinbank.id/manajemen Contains information related to the Profiles of the Board of Commissioners and the Board of Directors which can be accessed on the Company's website at "About Us → Management of Aladin Bank" https://aladinbank.id/id/manajemen
Piagam/Charter Dewan Komisaris, Direksi, Komite-komite, dan Unit Audit Internal Charter/Charter of the Board of Commissioners, Board of Directors, Committees, and Internal Audit Unit	✓	Memuat Informasi terkait Piagam Dewan Komisaris, Direksi, Komite dan Unit Audit Internal Perseroan yang dapat diakses di situs web Perseroan pada "Tentang Kami → Tata Kelola" https://aladinbank.id/tata-kelola Contains information related to the Charter of the Board of Commissioners, Board of Directors, Committees and the Company's Internal Audit Unit which can be accessed on the Company's website at "About Us → Governance" https://aladinbank.id/id/tata-kelola

v = tersedia pada situs web Perusahaan
x = belum tersedia pada situs web Perusahaan
v = available on Company website
x = not yet available on Company website

Pendidikan dan/atau Pelatihan Dewan Komisaris, Direksi, Komite-Komite, Unit Audit Internal, dan Sekretaris Perusahaan

Education and/or Training of The Board of Commissioners, Board of Directors, Committees, Internal Audit Units, and Corporate Secretary

Berikut informasi tentang program peningkatan kompetensi Dewan Komisaris, Direksi, Komite-Komite, Audit Internal, dan Sekretaris Perusahaan, di sepanjang tahun 2021.

The following is information about the competency improvement program for the Board of Commissioners, Board of Directors, Committees, Internal Audit, and Corporate Secretary, throughout 2021.

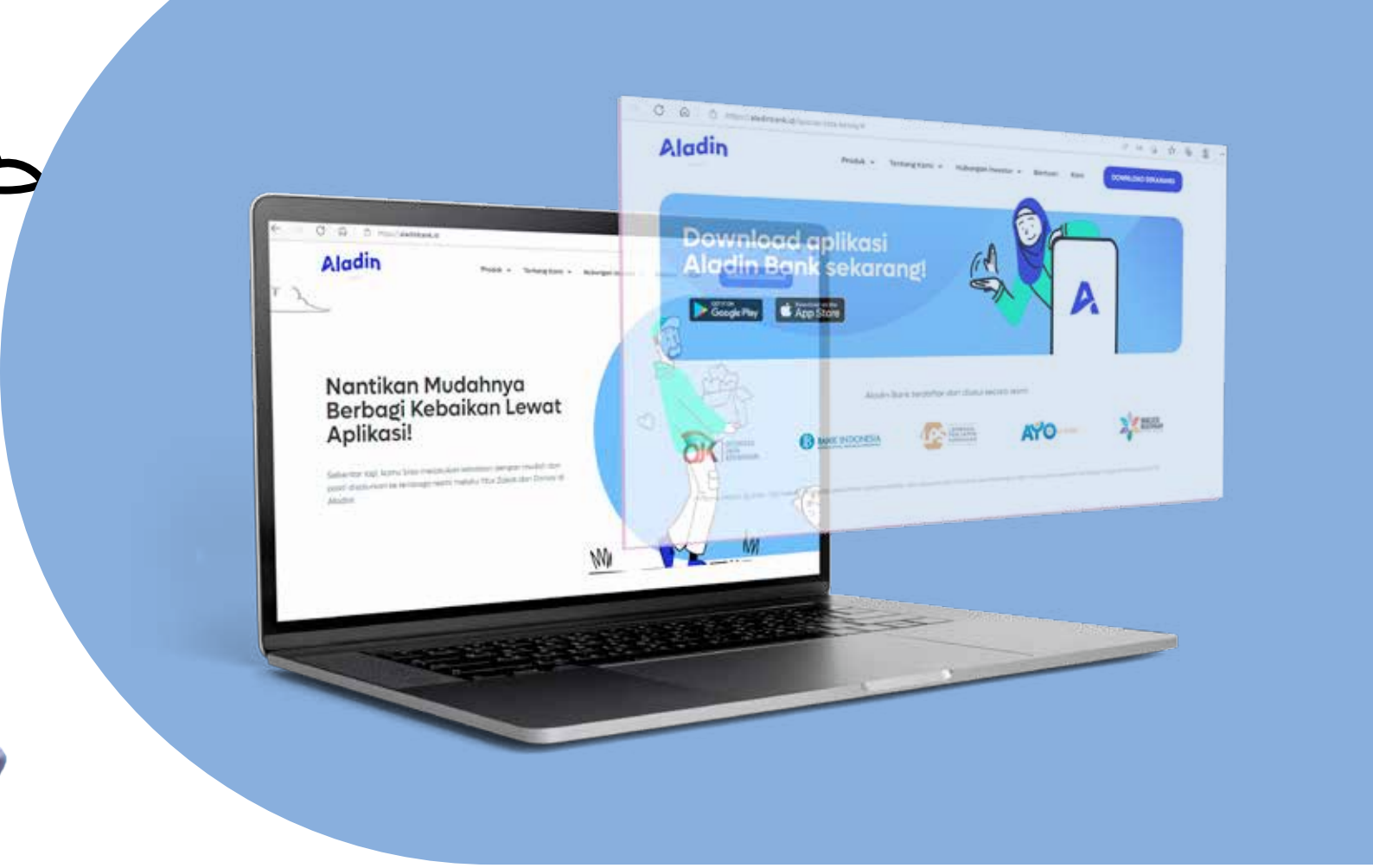
Nama dan Jabatan Name and title	**Jenis Pendidikan dan Pelatihan** Type of Education and Training	**Penyelenggara** Organizer
Dewan Komisaris Board of Commissioners		
Ationo Teguh Basuki (Komisaris)	Pelatihan *Online* Efektivitas Pengawasan Dewan Komisaris Dalam Menjaga Kepatuhan Bank Untuk Menuju Era Pengaturan *Principle Based* Online Training on the Effectiveness of Supervision of the Board of Commissioners in Maintaining Bank Compliance Towards the Era of Principle Setting based	FKDKP
Fransisca Ekawati (Komisaris Independen)		
Dewan Pengawas Syariah Sharia Supervisory Board		
Asrorun Niam (Dewan Pengawas Syariah) Sharia Supervisory Board	Pembayaran Webinar Workshop Pra-Ijtima Sanawi Team DPS Bank Aladin Payment for Pre-Ijtima Sanawi Workshop Webinar Team DPS Bank Aladin	MUI
Sholahudin Al Aiyub (Dewan Pengawas Syariah) Sharia Supervisory Board		
Direksi Directors		
Dyota Mahottama Marsudi (Presiden Direktur) (President Director)	Pelatihan Kepatuhan Syariah Sharia Compliance Training	DPS PT Bank Aladin Syariah Tbk
	Pelatihan Manajemen Risiko Risk Management Training	Eksternal External
	Pelatihan Peningkatan Kompetensi (Direksi) Competency Improvement Training (Board of Directors)	Eksternal External
Basuki Hidayat (Direktur Operasional) (Director of Operations)	*Training* Islamic Banking Islamic Banking Training	KARIM
	Manajemen Risiko Level 4 Risk Management Level 4	BANKP
	Manajemen Risiko Level 4 Risk Management Level 4	BANKP
Mohammad Riza (Direktur Bisnis) (Director of Business)	*Training* Islamic Banking Islamic Banking Training	KARIM
	Kompetensi Level Advance – Treasury Dealer Syariah Competency Level Advance – Treasury Dealer Sharia	BANKP

Nama dan Jabatan Name and title	**Jenis Pendidikan dan Pelatihan** Type of Education and Training	**Penyelenggara** Organizer
Baiq Nadea Dzurriatin (Direktur Kepatuhan) (Director of Compliance)	Manajemen Risiko Level 4 Risk Management Level 4	BANKP
	Training Islamic Banking Islamic Banking Training	Karim
	Manajemen Risiko Level 4 Risk Management Level 4	BSMR
	Manajemen Risiko Level 4 Risk Management Level 4	LSPP
Firdila Sari (Direktur Digital Banking) (Director of Digital Banking)	Pelatihan Kepatuhan Syariah Sharia Compliance Training	DPS PT Bank Aladin Syariah Tbk
	Pelatihan Manajemen Risiko Risk Management Training	Eksternal External
	Pelatihan Peningkatan Kompetensi (Direksi) Competency Improvement Training (Board of Directors)	Eksternal External
Komite di Bawah Dewan Komisaris Audit Committee		
Diana Jaffar (Anggota Komite Audit) Audit Committee	*Training Sharia Banking for Executive*	*Muamalat Institute*
Audit Internal Internal Audit		
Senof Gremaldy (Kepala Internal Audit) (Head of Internal Audit)	*Training* Syariah Banking Sharia Banking Training	Muamalat Institue
	Training Standar Audit & Kode Etik Profesi Audit Standard Training and Professional Code of Ethics	Yayasan Pendidikan Internal Audit (YPIA) Internal Audit Education Foundation (YPIA)
	Training Sertifikasi Qualified Internal Audit (Level Pra Manajerial). Qualified Internal Audit Certification Training (Pre Managerial Level).	Yayasan Pendidikan Internal Audit (YPIA) Internal Audit Education Foundation (YPIA)
	Training Sertifikasi Qualified Internal Audit (Level Manajerial). Qualified Internal Audit Certification Training (Managerial Level).	Yayasan Pendidikan Internal Audit (YPIA) Internal Audit Education Foundation (YPIA)
Sekretaris Perusahaan Corporate Secretary		
Mayang Ekaputri (Pjs. Corporate Secretary)	Certificate in Islamic Capital Markets and Instruments	Chartered Institute of Management Accountants (CIMA)

Aladin

Analis dan Pembahsan Manajemen

Management Discussion and Analysis


Aladin
Nantikan Mudahnya
Berbagi Kebaikan Lewat
Aplikasi!
Aladin
Download aplikasi
Aladin Bank sekarang!
Google Play
App Store
AYO

Tinjauan Umum
Overview

Analisis Perekonomian dan Industri

Di tahun 2021, pertumbuhan ekonomi global masih diwarnai oleh dampak dari pandemi COVID-19. Setelah menunjukkan tren pemulihan di semester pertama 2021, pada triwulan III-2021 ekonomi dunia kembali mengalami perlambatan ekonomi yang disebabkan oleh munculnya varian baru virus COVID-19, yaitu varian Delta. Cepatnya penularan varian Delta mengakibatkan kembali diberlakukannya pembatasan sosial di berbagai belahan dunia yang berdampak negatif pada gerak roda perekonomian.

Hal serupa terjadi di dalam negeri. Pada triwulan III-2021, ekonomi nasional tumbuh 3,51% *year on year* (yoy), lebih rendah dari capaian triwulan sebelumnya sebesar 7,07% (yoy). Hal ini didorong oleh Pemberlakuan Pembatasan Kegiatan Masyarakat (PPKM) yang diterapkan di awal bulan Juli 2021.

Seiring semakin terkendalinya situasi pandemi dan pulihnya aktivitas ekonomi masyarakat, berbagai indikator ekonomi kembali menunjukkan perbaikan di penghujung tahun 2021. Badan-badan ekonomi dunia

Economic and Industrial Analysis

In 2021, global economic growth will still be colored by the impact of the COVID-19 pandemic. After showing a recovery trend in the first semester of 2021, in the third quarter of 2021 the world economy again experienced an economic slowdown caused by the emergence of a new variant of the COVID-19 virus, namely the Delta variant. The rapid transmission of the Delta variant resulted in the re-imposition of social restrictions in various parts of the world which had a negative impact on the movement of the economy.

The same thing happened in the country. In quarter III-2021, the national economy grew 3.51% year on year (yoy), lower than the previous quarter's achievement of 7.07% (yoy). This was driven by the implementation of Community Activity Restrictions (PPKM) which was implemented in early July 2021.

As the pandemic situation becomes more controlled and community economic activity recovers, various economic indicators again show improvement at the end of 2021. World economic bodies estimate that global economic

memperkirakan pertumbuhan ekonomi global tahun 2021 berada di kisaran 5,5% - 6,0%. Sementara itu, ekonomi nasional untuk triwulan IV-2021 tumbuh 5,02% (yoy) dan secara keseluruhan tumbuh 3,69% (yoy) di tahun 2021 setelah sebelumnya terkontraksi -2,07% (yoy) pada 2020. Aktivitas ekspor menunjukkan pertumbuhan yang cukup tinggi didorong oleh meningkatnya permintaan dan harga komoditas global. Begitupun aktivitas impor juga meningkat, mencerminkan pulihnya permintaan dalam negeri. Dari sisi sektor usaha, tren pemulihan dapat dilihat hampir di seluruh sektor, termasuk sektor manufaktur, perdagangan, konstruksi dan transportasi. Menutup tahun 2021, PMI Manufaktur Indonesia berada di level 53,5.

growth in 2021 will be in the range of 5.5% - 6.0%. Meanwhile, the national economy for quarter IV-2021 grew 5.02% (yoy) and overall grew 3.69% (yoy) in 2021 after previously contracting -2.07% (yoy) in 2020. Export activity showed growth which was quite high driven by increasing demand and global commodity prices. Likewise, import activity also increased, reflecting the recovery in domestic demand. In terms of the business sector, the trend of recovery can be seen in almost all sectors, including the manufacturing, trade, construction and transportation sectors. Closing 2021, Indonesia's Manufacturing PMI is at the level of 53.5.

Sejalan dengan perbaikan aktivitas ekonomi, kondisi industri perbankan di dalam negeri juga menunjukkan perbaikan. Fungsi intermediasi perbankan nasional secara perlahan mengalami perbaikan, terlihat dari penyaluran kredit nasional yang tumbuh 5,24% (yoy) pada Desember 2021. Kualitas aset perbankan juga tercatat semakin membaik. Rasio kredit bermasalah (NPL) terhadap total kredit perbankan masih terjaga di bawah 5,00% dengan NPL *gross* terjaga stabil pada 3,0%. Hal ini didukung oleh kebijakan restrukturisasi kredit yang diperpanjang sampai Maret 2023.

In line with the improvement in economic activity, the condition of the domestic banking industry has also shown improvement. The national banking intermediation function is slowly improving, as can be seen from the national credit distribution which grew 5.24% (yoy) in December 2021. The quality of banking assets is also getting better. The ratio of non-performing loans (NPL) to total bank loans was maintained below 5.00% with gross NPL maintained stable at 3.0%. This is supported by the loan restructuring policy which was extended until March 2023.

Dengan prospek ekonomi yang lebih baik di tahun 2022 dibandingkan dengan tahun 2021, kami cukup optimis bahwa tingkat pertumbuhan pembiayaan akan terus meningkat. Meski demikian, tantangan akan dihadapi oleh industri perbankan masih tetap tinggi. Sejalan dengan kondisi ekonomi yang mulai membaik, sedikit demi sedikit kebijakan akomodatif yang diterapkan oleh Bank Indonesia (BI) akan mulai dikurangi. Likuiditas di system keuangan pada tahun 2022 mendatang kemungkinan tidak akan selonggar kondisi tahun ini. Adanya tren kenaikan inflasi global menyebabkan kemungkinan perubahan arah kebijakan moneter bank sentral dunia. Suku bunga kebijakan moneter Amerika Serikat atau *Fed Funds Rate* (FFR) diperkirakan akan naik pada tahun depan, yang juga membuka kemungkinan kenaikan suku bunga kebijakan *BI7DRR*.

With a better economic outlook in 2022 compared to 2021, we are quite optimistic that the rate of financing growth rate will continue to increase. However, the challenges faced by the banking industry are still high. In line with the improving economic conditions, gradually the accommodative policies implemented by Bank Indonesia (BI) will begin to be reduced. Liquidity in the financial system in 2022 will likely not be as relaxed as this year's conditions. The upward trend in global inflation has led to a possible change in the monetary policy direction of the world's central banks. The United States' monetary policy interest rate or the Fed Funds Rate (FFR) is expected to rise next year, which also opens up the possibility of an increase in the BI7DRR policy rate.

Dengan likuiditas yang mulai berkurang, pertumbuhan Dana Pihak Ketiga (DPK) juga kemungkinan akan menurun dan persaingan untuk memperoleh DPK juga akan lebih kompetitif. Akselerasi digital menjadi salah satu faktor penting bagi bank untuk menjaga pertumbuhan DPK dan mempertahankan biaya dana tetap rendah. Untuk dapat mempertahankan dana murah dan sekaligus meningkatkan *fee based income*, bank-bank harus terus mendorong peningkatan kualitas layanan kepada nasabah, terutama layanan dan pengembangan produk-produk digital. Di samping itu, seiring masih tingginya ketidakpastian ekonomi, baik global maupun domestik, sistem manajemen risiko masih harus tetap menjadi salah satu instrumen utama dalam menjaga kualitas kredit perbankan.

With liquidity starting to decrease, the growth of Third Party Funds (TPF) is also likely to decline and the competition to obtain TPF will also be more competitive. Digital acceleration is one of the important factors for banks to maintain the growth of deposits and keep the cost of funds low. To be able to maintain low-cost funds and at the same time increase fee-based income, banks must continue to encourage the improvement of service quality to customers, especially services and development of digital products. In addition, in line with high economic uncertainty, both global and domestic, the risk management system must remain one of the main instruments in maintaining bank credit quality.

Kebijakan Strategis
Strategic Policy

STRATEGI BANK TAHUN 2021

Tahun 2021 merupakan langkah awal bagi Aladin Bank dalam membuktikan diri sebagai bank syariah berbasis digital agar dapat melayani seluruh lapisan masyarakat dan pelaku industri di berbagai sektor. Mengingat kondisi pandemi COVID-19 yang masih berlangsung di Indonesia di tahun 2021, Bank terus berupaya menyusun kebijakan maupun strategi yang tepat sesuai dengan kondisi yang terjadi guna mendorong posisi Aladin dalam industri perbankan syariah nasional.

Aladin Bank telah menyusun rencana jangka pendek, menengah, hingga panjang, untuk mencapai visi menjadi bank syariah digital terdepan melalui inovasi yang berkelanjutan. Hingga akhir tahun 2021, Aladin Bank berada pada Tahapan Pengembangan. Fokus bank adalah penguatan struktur permodalan, pengembangan teknologi dan infrastruktur pendukung, penyempurnaan organisasi, dan pemenuhan Sumber Daya Manusia (SDM) sesuai model bisnis Bank. Dalam rangka mendukung strategi bisnis untuk menyasar segmen ritel dan UMKM, Bank menjalin kerjasama dengan mitra bisnis potensial, pengembangan layanan transaksional, dan pengembangan produk pendanaan serta pembiayaan, turut menjadi agenda utama Bank di tahun 2021.

Pada awal tahun 2021, Aladin Bank telah melakukan penawaran umum perdana (*Initial Public Offering*/IPO), dimana dana yang berhasil dihimpun ditujukan untuk mendukung transformasi bisnis Bank menjadi bank syariah digital. Dana hasil IPO digunakan untuk pengembangan teknologi informasi dan modal kerja lainnya. Selanjutnya, Bank secara konsisten dan berkelanjutan berencana memperkuat permodalan untuk mendukung pertumbuhan bisnis Bank dan memenuhi ketentuan regulasi terkait kewajiban modal inti minimum Bank.

Terkait dengan pengembangan teknologi informasi, Bank menetapkan teknologi dan infrastruktur dasar yang mumpuni dan *future-proof* dalam rangka menciptakan ekosistem yang kolaboratif dengan tetap memperhatikan pengelolaan risiko dan pemenuhan service level yang baik. Hal ini sejalan dengan rencana bisnis yang telah ditetapkan dengan senantiasa memperhatikan pemenuhan ketentuan yang berlaku maupun tata kelola TI yang dipersyaratkan.

Pada tahun 2021, Aladin Bank juga melakukan penyempurnaan struktur organisasi agar sesuai dengan kebutuhan bisnis Bank dan mendukung Bank dalam mencapai target yang telah ditetapkan di dalam rencana bisnis. Selain penyempurnaan struktur, Bank

BANK STRATEGY IN 2021

The year 2021 is the first step for Aladin Bank in proving itself as a digital-based Islamic bank so that it can serve all levels of society and industry players in various sectors. In view of the ongoing COVID-19 pandemic in Indonesia in 2021, the Bank continues to strive to develop appropriate policies and strategies in accordance with the prevailing conditions in order to promote Aladin's position in the national Islamic banking industry.

Aladin Bank has prepared short, medium, and long term plans to achieve the vision of becoming a leading digital Islamic bank through continuous innovation. Until the end of 2021, Aladin Bank is in the Development Stage. The bank's focus is on strengthening the capital structure, developing technology and supporting infrastructure, improving the organization, and fulfilling Human Resources (HR) according to the Bank's business model. In order to support the business strategy to target the retail and MSME segments, the Bank cooperates with potential business partners, the development of transactional services, and the development of funding and financing products, will also become the Bank's main agenda in 2021.

In early 2021, Aladin Bank conducted an Initial Public Offering (IPO), where the funds raised were intended to support the Bank's business transformation into a digital Islamic bank. The proceeds from the IPO are used for the development of information technology and other working capital. Furthermore, the Bank consistently and sustainably plans to strengthen its capital to support the Bank's business growth and comply with regulatory requirements related to the Bank's minimum capital adequacy requirement.

In relation to the development of information technology, the Bank establishes a capable and future-proof basic technology and infrastructure in order to create a collaborative ecosystem while still paying attention to risk management and fulfillment of a good service level. This is in line with the business plan that has been determined by always paying attention to meet the regulations and required IT governance.

In 2021, Aladin Bank will also improve the organizational structure to suit the Bank's business needs and support the Bank in achieving the targets set in the business plan. In addition to improving the structure, the Bank also recruits talents who are professional, competent, and have the

juga melakukan rekrutmen talenta yang profesional, berkompeten, dan memiliki keahlian yang sesuai untuk pemenuhan struktur organisasi. Sampai dengan akhir 2021, jumlah karyawan Bank tercatat sebanyak 199 orang, mengalami peningkatan sebesar 373,81% dibanding tahun sebelumnya yang sebanyak 42 orang.

appropriate expertise to fulfill the organizational structure. Until the end of 2021, the number of Bank employees was recorded at 199 people, an increase of 373.81% compared to the previous year which was 42 people.

Dari sisi pengembangan kemitraan, di tahun 2021 Aladin Bank telah menjalin kerjasama dengan Alfamart yang memiliki jaringan usaha yang tersebar di seluruh Indonesia. Kemitraan ini diharapkan dapat membantu Aladin Bank dalam mengembangkan bisnis pada ekosistem yang dimiliki oleh Alfamart. Selain itu, Aladin Bank juga telah menandatangani *Memorandum of Understanding* (MoU) dengan Badan Pengelolaan Keuangan Haji (BPKH) dalam rangka inovasi digital yang akan memberikan solusi layanan haji untuk calon jamaah yang berlokasi hingga ke pelosok Indonesia sehingga hal ini dapat mendukung kampanye gerakan Haji Muda yang telah dicanangkan oleh BPKH.

In terms of partnership development, in 2021 Aladin Bank has collaborated with Alfamart which has a business network spread throughout Indonesia. This partnership is expected to to support Aladin Bank in developing its business in the Alfamart's ecosystem. In addition, Aladin Bank has also signed a Memorandum of Understanding (MoU) with the Hajj Financial Management Agency (BPKH) in the context of digital innovation that will provide hajj service solutions for prospective pilgrims who are located to remote parts of Indonesia so that this can support the campaign for the Young Hajj movement. that has been announced by BPKH.

Pada tahun 2022 sampai dengan 2024, Aladin Bank ditargetkan berada pada Tahapan Pertumbuhan. Bank akan fokus pada strategi untuk ekspansi bisnis dengan melakukan inovasi produk yang berkesinambungan, meningkatkan kerja sama dengan mitra bisnis potensial untuk membangun ekosistem digital, melanjutkan pengembangan teknologi informasi, serta meningkatkan akuisisi nasabah. Selain itu, Aladin Bank juga akan terus melanjutkan pengembangan SDI sejalan dengan perkembangan bisnis Bank.

In 2022 to 2024, Aladin Bank is targeted to be in the Growth Stage. The Bank will focus on strategies for business expansion by conducting continuous product innovation, increasing cooperation with potential business partners to build a digital ecosystem, continuing the development of information technology, and increasing customer acquisition. In addition, Aladin Bank will also continue to develop HR in line with the Bank's business development.

Pada tahun 2025 sampai dengan 2029, Bank berada pada Tahap Pemantapan, dimana model bisnis telah stabil namun secara konsisten tetap dilakukan peningkatan kualitas layanan, pengembangan produk, serta infrastruktur teknologi. Pada periode ini, Aladin Bank diharapkan dapat menjadi 3 (tiga) besar Bank Umum Syariah di Indonesia.

In 2025 to 2029, the Bank is in the Consolidation Phase, where the business model has been stable but consistently improves service quality, product development, and technology infrastructure. In this period, Aladin Bank is expected to become the top 3 (three) Islamic Commercial Banks in Indonesia.

Kebijakan Aladin Bank mengarah pada inovasi teknologi perbankan syariah melalui digital banking serta berkomitmen untuk melayani nasabah dari segmen ritel. Untuk mendukung hal tersebut, Bank akan fokus pada

1. Pengelolaan tingkat kesehatan Bank, menjalankan tata kelola perusahaan dengan baik dan profil risiko pada tingkat yang terukur
2. Pemenuhan permodalan Bank sesuai ketentuan yang berlaku
3. Pengembangan akses layanan perbankan berbasis teknologi baik melalui kemitraan maupun secara langsung kepada nasabah sehingga dapat memberikan proses transaksi yang aman, efektif dan efisien
4. Mengembangkan bisnis yang berkesinambungan
5. Keseimbangan antara penghimpunan dan penyaluran dana untuk menjaga *Financing to Deposit Ratio* (FDR) sesuai ketentuan

Aladdin Bank's policies are aimed at Islamic banking technology innovation through digital banking and are committed to serving customers from the retail segment. To support this, the Bank will focus on

1. Bank's soundness management, implementing good corporate governance and risk profile at a measurable level
2. Bank's capital adequacy to comply with the regulation
3. Larger access of technology-based banking service for customers, either through partnerships or directly to customers, so as to provide safe, effective and efficient transaction processes
4. Developing a sustainable business
5. Balance between the collection and disbursement of funds to maintain the Financing to Deposit Ratio (FDR) in accordance with the provisions

ASPEK PEMASARAN

Strategi Pemasaran

Sebagaimana yang telah diuraikan sebelumnya, hingga akhir tahun 2021, Aladin Bank berada pada tahapan pengembangan, yakni pengembangan *core bussiness* Bank dari *corporate banking* menjadi bank syariah yang mengedepankan layanan perbankan digital, di mana fokus Bank adalah melakukan penguatan struktur permodalan, pengembangan teknologi dan infrastruktur pendukung, penyempurnaan organisasi, dan pemenuhan Sumber Daya Insani (SDI). Di samping itu, pada tahun 2021, Aladin Bank juga melakukan pengembangan kemitraan dengan Alfamart yang memiliki jaringan usaha yang tersebar di seluruh Indonesia, dalam rangka pengembangan bisnis Bank pada ekosistem yang dimiliki oleh Alfamart. Selain itu, Aladin Bank juga menjalin kerja sama dengan Badan Pengelolaan Keuangan Haji (BPKH) dalam rangka memberikan solusi layanan haji untuk calon jamaah di seluruh Indonesia untuk mendukung kampanye gerakan Haji Muda yang telah dicanangkan oleh BPKH.

Di tahun 2021, Aladin Bank juga telah melakukan beberapa pengembangan produk, khususnya adalah produk-produk *digital bank*. Namun, produk-produk tersebut belum bisa dipasarkan di sepanjang tahun 2021, karena baru mendapatkan izin dari regulator terkait, pada akhir tahun 2021. Setelah mendapatkan izin di akhir tahun 2021, Bank langsung berinisiatif untuk mengembangkan dan mememasarkan produk-produknya. Di mana strategi pemasaran Aladin Bank pada tahun 2022 akan berfokus pada akuisisi nasabah. Kemudahan akses melalui perangkat ponsel dan aplikasi Aladin Bank diharapkan akan memperluas cakupan area akuisisi nasabah Aladin Bank.

Dalam pelaksanaannya strategi pemasaran Aladin Bank akan berfokus pada 3 pilar utama yaitu:
1. Penawaran produk & layanan Aladin Bank kepada ekosistem mitra strategis & komunitas
2. Komunikasi melalui sosial media dan akuisisi melalui *omni channel*
3. Program *marketing* yang menarik dengan mengedepankan program unggulan seperti donasi, program *Member Get Member* (MGM), dan sebagainya

Pangsa Pasar

Aladin Bank berfokus pada akuisisi nasabah dari segmen ritel dan *Small Medium Enterprise* (SME), baik nasabah yang *underbanked* maupun *unbanked*. Hal ini juga dilatarbelakangi oleh visi Aladin Bank sebagai Bank Digital Syariah pertama di Indonesia untuk dapat membantu dan mendorong inklusi dan literasi keuangan. Dengan demikian diharapkan kehadiran Aladin Bank dapat memajukan perekonomian di Indonesia dan juga perekonomian Syariah secara bersamaan.

MARKETING ASPECT

Marketing strategy

As previously described, until the end of 2021, Aladin Bank is in the development stage, namely the development of the Bank's core business from corporate banking to digital banking, where the Bank's focus is on strengthening the capital structure, developing technology and supporting infrastructure, improving the organization, and fulfilling Human Resources (SDI). In addition, in 2021, Aladin Bank will also develop partnerships with Alfamart, which has a business network spread throughout Indonesia, in the context of developing the Bank's business in the ecosystem owned by Alfamart. In addition, Aladin Bank also collaborates with the Hajj Financial Management Agency (BPKH) in order to provide Hajj service solutions for prospective pilgrims throughout Indonesia to support the Young Hajj movement campaign that has been launched by BPKH.

In 2021, Aladin Bank has also carried out several product developments, particularly digital bank products. However, these products cannot be marketed throughout 2021, because they only received permission from the relevant regulator, at the end of 2021. After obtaining permission at the end of 2021, the Bank immediately took the initiative to develop and market its products. Where Aladin Bank's marketing strategy in 2022 will focus on customer acquisition. Ease of access via mobile devices and the Aladin Bank application is expected to expand the coverage area of Aladin Bank customer acquisition.

In its implementation, Aladin Bank marketing strategy will focus on 3 main pillars, namely:
1. Offering Aladin Bank products & services to the strategic partner ecosystem & community
2. Communication through social media and acquisition through omni channel
3. Attractive marketing programs by promoting superior programs such as donations, Member Get Member (MGM) programs, and so on

Market share

Aladin Bank focuses on customer acquisition from the retail and Small Medium Enterprise (SME) segments, both underbanked and unbanked customers. This is also motivated by Aladin Bank's vision as the first Islamic Digital Bank in Indonesia to be able to assist and encourage financial inclusion and literacy. Thus, it is hoped that the presence of Aladin Bank can advance the economy in Indonesia as well as the Islamic economy at the same time.

Aladin Bank menyadari ditengah semakin banyaknya disrupsi yang terjadi dengan bermunculannya *bank digital* secara masif, dibutuhkan strategi pemasaran yang lebih efektif dan dijalankan secara intensif. Atas dasar tersebut, Aladin Bank memiliki strategi untuk menggabungkan elemen *online* dan *offline* atau *omni channel*, tentunya hal tersebut dilakukan dengan mengoptimalkan peranan dan penggunaan teknologi.

Aladin Bank realizes that amid the increasing number of disruptions that occur with the emergence of massive digital banks, a more effective and intensive marketing strategy is needed. On this basis, Aladin Bank has a strategy to combine online and offline or omni channel elements, of course this is done by optimizing the role and use of technology.

Tinjauan Operasi Per Segmen Usaha
Overview of Operations Per Business Segment

Aladin Bank merupakan perusahaan yang bergerak di bidang perbankan syariah berbasis digital, sehingga Bank berupaya untuk memenuhi seluruh kebutuhan nasabah dengan menyediakan berbagai produk-produk perbankan syariah terbaik. Selain mendorong fokus bisnis dalam menyediakan produk dan layanan unggul, Aladin Bank juga berupaya untuk memperluas cakupan pasar hingga ke seluruh wilayah di Indonesia melalui pemanfaatan teknologi & aplikasi Aladin.

Aladin Bank terus melakukan transformasi bisnis, dengan tetap menjalankan fungsi intermediasi, baik untuk penghimpunan dana maupun penyaluran dana dengan prinsip syariah. Segmen usaha Aladin Bank terdiri atas segmen ritel dan segmen SME & Korporasi. Berikut pembahasan mengenai penjelasan, strategi pengembangan, produktivitas, pendapatan dan profitabilitas masing-masing segmen usaha.

Aladin Bank is a company engaged in digital-based Islamic banking, so the Bank strives to meet all customer needs by providing the best Islamic banking products. In addition to encouraging business focus in providing superior products and services, Aladin Bank also seeks to expand market coverage to all regions in Indonesia through the use of Aladin technology & applications.

Aladin Bank continues to transform its business, while continuing to carry out the intermediation function, both for raising funds and distributing funds according to sharia principles. Aladin Bank's business segment consists of the retail segment and the SME & Corporate segment. The following is a discussion of the explanation, development strategy, productivity, revenue and profitability of each business segment.

SEGMEN RITEL

Penjelasan Segmen

Segmen Ritel adalah segmen yang dirancang untuk menjadi pilar utama dalam melakukan akuisisi nasabah secara digital melalui aplikasi Aladin Bank. Pada segmen ritel, Aladin Bank menyasar nasabah individu termasuk di dalamnya kepada segmen *underbanked* dan *unbanked* dengan menawarkan tidak saja produk penghimpunan dana seperti tabungan dan deposito berjangka, namun juga layanan perbankan lainnya seperti menu pembayaran, pembelian, donasi hingga transaksi tarik dan setor tunai di gerai Alfamart yang merupakan mitra strategis Aladin Bank.

Berikut ini adalah produk-produk penghimpunan dana dari segmen ritel Bank.

1. Tabungan
   Tabungan adalah Simpanan berdasarkan akad wadi'ah atau investasi dana berdasarkan akad mudharabah yang penarikannya hanya dapat dilakukan menurut syarat dan ketentuan tertentu yang disepakati, tetapi tidak dapat ditarik dengan cek, bilyet giro, dan/atau alat lainnya yang dipersamakan dengan itu.

   Saat ini Aladin Bank memiliki 2 jenis produk Tabungan yaitu Tabungan Ala Dompet yang merupakan produk Tabungan Transaksional dan Tabungan Ala Impian yang merupakan produk Tabungan Simpanan. Kedua produk ini menggunakan akad Mudharabah Mutlaqah dan telah dapat dimiliki oleh nasabah melalui proses pembukaan rekening di aplikasi Aladin Bank.

2. Deposito Berjangka
   Deposito adalah Deposito adalah investasi dana berdasarkan akad Mudharabah yang penarikannya hanya dapat dilakukan pada waktu tertentu berdasarkan akad antara nasabah penyimpan dan Bank. Saat ini produk Deposito Berjangka untuk nasabah ritel sedang dalam tahap pengembangan dan direncanakan akan diluncurkan pada kuartal ketiga tahun 2022.

Strategi Tahun 2021

Selama tahun 2021, Aladin Bank melakukan kegiatan pemasaran untuk menciptakan *awareness* masyarakat sehingga akan memudahkan proses akuisisi ketika aplikasi Aladin Bank tersebut diluncurkan di awal tahun 2022.

Kegiatan pemasaran yang dilakukan lebih banyak memanfaatkan jaringan dari Alfamart sebagai salah satu mitra strategis Aladin Bank melalui pemasangan *neon sign* Aladin Bank dan pemasangan poster Aladin Bank di jaringan cabang Alfamart, melakukan komunikasi melalui sosial media Aladin Bank dan juga melakukan sosialisasi kepada ekosistem mitra strategis seperti karyawan dan jaringan *supplier* tentang produk dan layanan Aladin Bank.

RETAIL SEGMENT

Segment Explanation

The Retail segment is a segment designed to be the main pillar in digitally acquiring customers through the Aladin Bank application. In the retail segment, Aladin Bank targets individual customers including the underbanked and unbanked segments by offering not only fund-raising products such as savings and time deposits, but also other banking services such as payment menus, purchases, donations to cash withdrawals and deposit transactions at outlets. Alfamart which is a strategic partner of Aladdin Bank.

The following are fund raising products from the Bank's retail segment.

1. Savings
   Savings are deposits based on wadi'ah contracts or investment funds based on mudharabah contracts whose withdrawals can only be made according to certain agreed terms and conditions, but cannot be withdrawn by cheque, bilyet giro, and/or other equivalent instruments.

   Currently, Aladin Bank has 2 types of savings products, namely Dompet-Ala Savings which is a Transactional Savings product and Dream-Style Savings which is a Savings Savings product. Both of these products use Mudharabah Mutlaqah contracts and can be owned by customers through the account opening process in the Aladin Bank application.

2. Time deposit
   Time Deposit is an investment of funds based on a Mudharabah contract, the withdrawal of which can only be made at a certain time based on an agreement between the depositing customer and the Bank. Currently, the Time Deposit product for retail customers is in the development stage and is planned to be launched in the third quarter of 2022.

Strategy for 2021

During 2021, Aladin Bank carried out marketing activities to create public awareness so that it would facilitate the acquisition process when the Aladin Bank application was launched in early 2022.

The marketing activities carried out mostly utilize the network from Alfamart as one of Aladin Bank's strategic partners through the installation of Aladin Bank neon signs and Aladin Bank posters at Alfamart branch networks, communicating through Aladin Bank's social media and also conducting socialization to the ecosystem of strategic partners such as employees. and supplier network about Aladdin Bank's products and services.

Produktivitas Segmen

Dikarenakan belum ada akuisisi yang dilakukan Aladin Bank di tahun 2021, maka produktivitas segmen belum dapat diukur.

Pendapatan dan Profitabilitas Segmen

Sama halnya dengan produktivitas segmen, dikarenakan belum ada akuisisi yang dilakukan Aladin Bank di tahun 2021, maka pendapatan dan profitabilitas segmen belum dapat diukur.

SEGMEN UMKM & KORPORASI

Penjelasan Segmen

Segmen UMKM & Korporasi adalah segmen yang dirancang untuk menjadi pilar utama dalam membangun portfolio pendanaan dan juga pembiayaan. Pada segmen ini, Aladin Bank menyasar nasabah pengusaha atau badan usaha baik yang berasal dari segmen *underbanked* maupun *unbanked* dengan menawarkan tidak saja produk penghimpunan dana seperti giro, tabungan dan deposito berjangka, namun juga layanan perbankan lainnya yang dapat diakses melalui layanan internet banking Aladin Bank.

Strategi Tahun 2021

Selama tahun 2021, Aladin Bank melakukan ekspansi untuk kemitraan untuk menciptakan *awareness* tentang kehadiran Aladin Bank dan diharapkan akan memudahkan proses akuisisi atas nasabah UMKM & Korporasi Aladin Bank.

Kegiatan kemitraan strategis yang dilakukan juga menyasar seluruh ekosistem yang terkait mulai dari karyawan, jaringan *supplier*, dan ekosistem lainnya untuk dapat menikmati produk dan layanan perbankan syariah dari Aladin Bank.

Produktivitas Segmen

Dikarenakan belum ada akuisisi yang dilakukan Aladin Bank di tahun 2021, maka produktivitas segmen belum dapat diukur.

Pendapatan dan Profitabilitas Segmen

Sama halnya dengan produktivitas segmen, dikarenakan belum ada akuisisi yang dilakukan Aladin Bank di tahun 2021, maka pendapatan dan profitabilitas segmen belum dapat diukur.

Segment Productivity

Since there have been no acquisitions made by Aladin Bank in 2021, the productivity of the segment cannot be measured.

Segment Revenue and Profitability

Likewise with segment productivity, because there have been no acquisitions made by Aladin Bank in 2021, the segment's revenue and profitability cannot be measured.

SME & CORPORATE SEGMENT

Segment Explanation

The SME & Corporate segment is a segment designed to be the main pillar in building a funding and financing portfolio. In this segment, Aladin Bank targets business customers or business entities from both the underbanked and unbanked segments by offering not only fund-raising products such as demand deposits, savings and time deposits, but also other banking services that can be accessed through Aladin Bank's internet banking services.

Strategy for 2021

During 2021, Aladin Bank will expand for partnerships to create awareness about the presence of Aladin Bank and it is hoped that it will facilitate the acquisition process for Aladin Bank SME & Corporate customers.

The strategic partnership activities carried out also target the entire related ecosystem, starting from employees, supplier networks, and other ecosystems to be able to enjoy sharia banking products and services from Aladin Bank.

Segment Productivity

Since there have been no acquisitions made by Aladin Bank in 2021, the productivity of the segment cannot be measured.

Segment Revenue and Profitability

Likewise with segment productivity, because there have been no acquisitions made by Aladin Bank in 2021, the segment's revenue and profitability cannot be measured.

Tinjauan keuangan
Overview of Financial

Analisis dan pembahasan kinerja keuangan dalam Laporan Tahunan ini telah mengacu kepada Laporan Keuangan yang telah diaudit oleh Kantor Akuntan Publik Purwanto, Sungkoro & Surja dengan opini Wajar Tanpa Pengecualian, untuk tahun-tahun yang berakhir pada 31 Desember 2021 dan 2020.

Penyajian dan pengungkapan Laporan Keuangan Aladin Bank disusun dan disajikan sesuai dengan Standar Akuntansi Keuangan (SAK) di Indonesia, yang mencakup Pernyataan Standar Akuntasi Keuangan (PSAK), Pedoman Akuntansi Perbankan Syariah Indonesia (PAPSI), dan Peraturan Bapepam-LK No. VIII.G.7 Lampiran Keputusan Ketua Bapepam dan LK No. KEP-347/BL/2012 tanggal 25 Juni 2012 tentang Pedoman Penyajian dan Pengungkapan Laporan Keuangan Emiten atau Perusahaan Publik, serta peraturan-peraturan yang berlaku.

The analysis and discussion of financial performance in this Annual Report has referred to the Financial Statements that have been audited by the Public Accounting Firm of Purwanto, Sungkoro & Surja with an unqualified opinion, for the years ended December 31, 2021 and 2020.

Presentation and disclosure of Aladin Bank's Financial Statements are prepared and presented in accordance with Financial Accounting Standards (SAK) in Indonesia, which includes Statements of Financial Accounting Standards (PSAK), Indonesian Islamic Banking Accounting Guidelines (PAPSI), and Bapepam-LK Regulation No. VIII.G.7 Attachment to the Decree of the Chairman of Bapepam and LK No. KEP-347/BL/2012 dated June 25, 2012 concerning Guidelines for Presentation and Disclosure of Financial Statements of Issuers or Public Companies, as well as applicable regulations.

LAPORAN POSISI KEUANGAN FINANCIAL POSITION STATEMENT

Tabel Posisi Keuangan Tahun 2020-2021
Financial Position Table Year 2020-2021

Uraian Description	**2021 (Rp-juta)** (Rp-million)	**2020 (Rp-juta)** (Rp-million)	**Kenaikan (Penurunan)** Increase (Deacrease)	
			Nominal (Rp-juta) Nominal (Rp-million)	**Persentase** Percentage **(%)**
Aset Asset	2.173.162	721.397	1.451.765	201,24%
Liabilitas Liability	88.651	39.961	48.690	121,84%
Dana *Syirkah* Temporer Temporary Syirkah Fund	1.038.184	40.162	998.022	2.484,99%
Ekuitas Equity	1.046.327	641.274	405.053	63,16%
Total Liabilitas, Dana *Syirkah* Temporer, dan Ekuitas Total Liabilities, Temporary Syirkah Funds, and Equity	2.173.162	721.397	1.451.765	201,24%

Aset Assets

Tabel Aset Tahun 2020-2021
Assets Table Year 2020-2021

Uraian Description	**2021 (Rp-juta)** (Rp-million)	**2020 (Rp-juta)** (Rp-million)	**Kenaikan (Penurunan)** Increase (Deacrease)	
			Nominal (Rp-juta) Nominal (Rp-million)	**Persentase** Percentage **(%)**
Kas Cash	224	182	42	23,08%
Giro pada Bank: Current Account with Bank:				
Giro pada Bank Indonesia Current Account with Bank Indonesia	16.354	4.163	12.191	292,84%
Giro pada Bank Lain Pihak Ketiga Current Accounts with Other Third Party Banks	2.445	2.038	407	19,97%
Cadangan Kerugian Penurunan Nilai pada Giro pada Bank Lain Allowance for Impairment Losses on Current Accounts with Other Banks	(24)	(20)	(4)	20,00%
Penempatan pada Bank Indonesia dan Bank Lain Placements with Bank Indonesia and Other Banks	1.139.500	49.100	1.090.400	2.220,77%
Investasi pada Surat Berharga Investment in Securities	901.092	608.728	292.364	48,03%
Dikurangi: Cadangan kerugian penurunan nilai Less: Allowance for impairment losses	(3.068)	-	(3.068)	100,00%
Piutang Murabahah: Murabaha Receivables:				
Piutang Murabahah Pihak Ketiga Third Party Murabahah Receivables	-	54	(54)	-100,00%

Uraian Description	**2021 (Rp-juta)** (Rp-million)	**2020 (Rp-juta)** (Rp-million)	**Kenaikan (Penurunan)** Increase (Deacrease)	
			Nominal (Rp-juta) Nominal (Rp-million)	**Persentase** Percentage **(%)**
Cadangan Kerugian Penurunan Nilai pada Piutang Murabahah Allowance for Impairment Losses on Murabahah Receivables	-	(2)	2	-100,00%
Aset Tetap dan Aset Hak Guna – Neto Fixed Assets and Right of Use Assets - Net	51.114	12.630	38.484	304,70%
Aset Tak Berwujud – Neto Intangible Assets - Net	5.603	85	5.518	6.491,76%
Aset Lain-Lain Other Assets	59.922	44.439	15.483	34,84%
Total Aset Total Assets	2.173.162	721.397	1.451.765	201,24%

Per 31 Desember 2021, jumlah aset tercatat sebesar Rp2.173.162 juta, mengalami peningkatan 201,24% atau Rp1.451.765 juta dibanding tahun sebelumnya yang sebesar Rp721.397 juta. Peningkatan ini disebabkan oleh meningkatnya Penempatan pada Bank Indonesia dan Investasi pada Surat Berharga. Peningkatan tersebut terutama disebabkan oleh peningkatan Dana *Syirkah* Temporer dan dana hasil penawaran umum (IPO) pada bulan Februari 2021.

As of December 31, 2021, total assets were recorded at Rp2,173,162 million, an increase of 201.24% or Rp1,451,765 million compared to the previous year which was Rp721,397 million. This increase was due to an increase in Placements with Bank Indonesia and Investments in Securities. The increase was mainly due to an increase in Temporary Syirkah Funds and proceeds from a public offering (IPO) in February 2021.

Kas

Pada akhir tahun 2021, jumlah kas tercatat sebesar Rp224 juta, mengalami peningkatan 23,08% atau Rp42 juta dibanding tahun 2020 yang sebesar Rp182 juta. Hal ini disebabkan oleh adanya peningkatan saldo kas untuk kebutuhan operasional.

Cash

At the end of 2021, total cash was recorded at Rp.224 million, an increase of 23.08% or Rp.42 million compared to 2020 which was Rp.182 million. This was due to an increase in cash balances for operational needs.

Giro pada Bank

Di tahun 2021, Aladin Bank membukukan giro pada Bank Indonesia dan Bank lainnya sebesar Rp18.775 juta, mengalami peningkatan 203,75% atau Rp12.594 juta dibanding tahun sebelumnya sebesar Rp6.181 juta. Hal tersebut disebabkan karena adanya kewajiban penempatan GWM/RIM yang lebih besar.

Current Account with Bank

In 2021, Aladin Bank recorded demand deposits with banks of Rp18,775 million, an increase of 203.75% or Rp. 12,594 million compared to the previous year of Rp6,181 million. This was due to a larger GWM/RIM placement obligation.

Penempatan pada Bank

Penempatan pada Bank Indonesia dan bank lain pada tahun 2021 tercatat sebesar Rp1.139.500 juta, mengalami peningkatan 2.220,77% atau Rp1.090.400 juta dibanding tahun 2020 yang sebesar Rp49.100 juta. Hal ini dikarenakan penempatan pada FASBIS sebesar Rp1 triliun.

Placement with Bank

Placements with Bank Indonesia and other banks in 2021 were recorded at Rp1,139,500 million, an increase of 2,220.77% or Rp1,090,400 million compared to 2020 which amounted to Rp49,100 million. This is due to the placement in FASBIS of Rp. 1 trillion.

Investasi pada Surat Berharga

Hingga Desember 2021, Aladin Bank mencatatkan investasi pada surat berharga sebesar Rp901.092 juta, meningkat 48,03% atau Rp292.364 juta dibanding tahun sebelumnya yang mencapai Rp608.728 juta. Hal tersebut lebih dikarenakan adanya peningkatan penempatan dana pada surat berharga reksadana.

Investment in Securities

As of December 2021, Aladin Bank recorded investment in securities of Rp. 901,092 million, an increase of 48.03% or Rp. 292,364 million compared to the previous year which reached Rp. 608,728 million. This was mainly due to an increase in the placement of funds in mutual fund securities.

Piutang Murabahah

Piutang murabahah di tahun 2021 tercatat sebesar Rp0,- atau *null* rupiah, turun 100,00% atau Rp52 juta dibanding tahun 2020 sebesar Rp52 juta, yang dikarenakan pembiayaan tersebut telah dilunasi.

Murabahah Receivables

Murabahah receivables in 2021 were recorded at Rp.0,- or null rupiah, decreased by 100.00% or Rp.52 million compared to 2020 of Rp.52 million, which was due to the fact that the financing had been repaid.

Aset Tetap dan Aset Hak Guna - Neto

Aset tetap dan aset hak guna di tahun 2021 tercatat sebesar Rp51.114 juta, mengalami peningkatan 304,70% atau Rp38.484 juta dibanding tahun 2020 yang sebesar Rp12.630 juta. Hal tersebut disebabkan oleh adanya penambahan pada beberapa *asset* seperti instalasi bangunan, inventaris kantor, piranti lunak dan komputer.

Fixed Assets and Right of Use Assets - Net

Fixed assets and right-of-use assets in 2021 were recorded at Rp51,114 million, an increase of 304.70% or Rp38,484 million compared to 2020 which was Rp12,630 million. This was due to the addition of several assets such as building installations, office inventory, software and computers.

Aset Tak Berwujud - Neto

Di tahun 2021, aset tak berwujud tercatat sebesar Rp5.603 juta, meningkat 6.491,76% atau Rp5.518 juta dibanding tahun sebelumnya yang sebesar Rp85 juta. Hal ini dikarenakan adanya pembelian atas *asset* tak berwujud untuk membantu kegiatan operasional.

Intangible Assets - Net

In 2021, intangible assets were recorded at Rp. 5,603 million, an increase of 6,491.76% or Rp. 5,518 million compared to the previous year which was Rp. 85 million. This is due to the purchase of intangible assets to assist operational activities.

Aset Lain-Lain

Sampai dengan akhir tahun 2021, aset lain-lain tercatat sebesar Rp59.922 juta, meningkat 34,84% atau Rp15,483 juta dibanding tahun sebelumnya sebesar Rp44.439 juta. Hal ini disebabkan oleh adanya penambahan uang muka.

Other Assets

Until the end of 2021, other assets were recorded at Rp.59,922 million, an increase of 34.84% or Rp.15,483 million compared to the previous year of Rp.44,439 million. This is due to an additional down payment.

Liabilitas

Liability

Tabel Liabilitas Tahun 2020-2021
Liability Table Year 2020-2021

Uraian Description	**2021 (Rp-juta)** (Rp-million)	**2020 (Rp-juta)** (Rp-million)	**Kenaikan (Penurunan)** Increase (Deacrease)	
			Nominal (Rp-juta) Nominal (Rp-million)	**Persentase** Percentage **(%)**
Liabilitas Segera Immediate Liability	1.003	2	1.001	50.050,00%
Simpanan dari Nasabah Deposits from Customers				
Giro Wadiah Wadiah Current Account	-	5	(5)	-100,00%
Simpanan dari Bank Lain Deposits from Other Banks	-	4	(4)	-100,00%
Utang Pajak Tax debt	3.042	640	2.402	375,31%
Estimasi Kerugian Komitmen dan Kontinjensi Estimated Loss of Commitments and Contingencies	-	-	-	-
Liabilitas Lain-Lain Other Liabilities	84.606	39.310	45.296	115,23%
Total Liabilitas Total Liability	88.651	39.961	48.690	121,84%

Jumlah liabilitas per 31 Desember 2021 tercatat sebesar Rp88.651 juta, mengalami peningkatan 121,84% atau Rp48.690 juta dibanding tahun 2020 yang sebesar Rp39.961 juta. Peningkatan tersebut disebabkan oleh pada tahun

Total liabilities as of December 31, 2021 were recorded at Rp.88,651 million, an increase of 121.84% or Rp.48,690 million compared to 2020 which was Rp.39,961 million. The increase was due to the fact that in 2021 there was a bookkeeping

2021 terdapat pembukuan atas kewajiban sewa.

Liabilitas Segera

Di tahun 2021, liabilitas segera tercatat sebesar Rp1.003 juta, meningkat 50.050,00% atau Rp1.001 juta dibanding tahun sebelumnya sebesar Rp2 juta, yang disebabkan oleh penerimaan dana kebajikan non-halal.

Simpanan dari Nasabah

Sampai dengan akhir tahun 2021, simpanan dari nasabah berupa giro wadiah tercatat sebesar Rp0,- atau *null* rupiah, turun 100,00% atau Rp5 juta dibanding tahun sebelumnya sebesar Rp5 juta. Hal ini disebabkan oleh penarikan dana oleh nasabah.

Simpanan dari Bank Lain

Di tahun 2021, simpanan dari bank lain adalah Rp0,- atau *null* rupiah, turun 100,00% atau atau Rp4 juta dibanding tahun 2020 sebesar Rp4 juta. Hal ini dikarenakan adanya penarikan dana oleh pihak bank lain.

Utang Pajak

Utang pajak di tahun 2021 tercatat sebesar Rp3.042 juta, mengalami peningkatan 375,31% atau Rp2.402 juta dibanding tahun 2020 sebesar Rp640 juta. Hal tersebut disebabkan oleh peningkatan pada PPh 4 ayat 2 atas Tabungan, Deposito dan Giro.

Liabilitas Lainnya

Di tahun 2021, liabilitas lainnya tercatat sebesar Rp84.606 juta, meningkat 115,23% atau Rp45.296 juta dibanding tahun 2020 yang mencapai Rp39.310 juta. Hal ini disebabkan oleh pada tahun 2021 terdapatnya kewajiban sewa.

of rental obligations.

Immediate Liability

In 2021, immediate liabilities were recorded at Rp.1,003 million, an increase of 50,050.00% or Rp.1,001 million compared to the previous year of Rp.2 million, which was caused by the receipt of non-halal benevolence funds.

Deposits from Customers

Until the end of 2021, deposits from customers in the form of wadiah demand deposits were recorded at Rp.0,- or null rupiah, decreased by 100.00% or Rp. 5 million compared to the previous year of Rp. 5 million. This is due to the withdrawal of funds by customers.

Deposits from Other Banks

In 2021, deposits from other banks are IDR 0,- or null rupiah, decreased by 100.00% or or IDR 4 million compared to 2020 of IDR 4 million. This is due to the withdrawal of funds by other banks.

Tax debt

Tax payables in 2021 were recorded at Rp3,042 million, an increase of 375.31% or Rp2,402 million compared to 2020 of Rp640 million. This was due to an increase in PPh 4 paragraph 2 on Savings, Time Deposits and Current Accounts.

Other Liabilities

In 2021, other liabilities were recorded at Rp.84,606 million, an increase of 115.23% or Rp.45,296 million compared to 2020 which reached Rp.39,310 million. This is due to the existence of a lease obligation in 2021.

Dana *Syirkah* Temporer
Temporary Syirkah Fund

Uraian Description	**2021 (Rp-juta)** (Rp-million)	**2020 (Rp-juta)** (Rp-million)	**Kenaikan (Penurunan)** Increase (Deacrease)	
			Nominal (Rp-juta) Nominal (Rp-million)	**Persentase** Percentage **(%)**
Giro Mudharabah Mudharabah Current Account	-	40.062	(40.062)	-100,00%
Tabungan Mudharabah Mudharabah Savings	38.184	-	38.184	100,00%
Deposito Mudharabah Mudharabah Deposit	1.000.000	100	999.900	999.900,00%
Total Dana *Syirkah* Temporer Total Temporary Syirkah Funds	1.038.184	40.162	998.022	2484,99%

Per 31 Desember 2021, Aladin Bank membukukan jumlah Dana *Syirkah* Temporer sebesar Rp1.038.184 juta, mengalami peningkatan 2.484,99% atau Rp998.022 juta dibanding tahun 2020 yang sebesar Rp40.162 juta. Peningkatan tersebut disebabkan oleh peningkatan pada Deposito Mudharabah dan Tabungan Mudharabah.

As of December 31, 2021, Aladin Bank recorded the amount of Temporary Syirkah Funds of Rp.1,038,184 million, an increase of 2,484.99% or Rp.998,022 million compared to 2020 which amounted to Rp.40,162 million. The increase was due to an increase in Mudharabah Deposits and Mudharabah Savings.

Giro Mudharabah

HIngga akhir tahun 2021, giro mudharabah tercatat sebesar Rp0,- atau *null* rupiah, turun 100,00% atau Rp40.062 juta dibanding tahun 2020 yang mencapai Rp40.062 juta. Hal ini disebabkan oleh adanya penarikan Giro Mudharabah yang dilakukan oleh nasabah.

Tabungan Mudharabah

Di tahun 2021, Bank mencatatkan tabungan mudharabah sebesar Rp38.184 juta, meningkat 100,00% atau Rp38.184 juta dibanding tahun 2020 yang tercatat sebesar Rp0,- atau *null* rupiah. Hal ini disebabkan oleh adanya penempatan dana dari nasabah.

Deposito Mudharabah

Di tahun 2021, deposito mudharabah tercatat sebesar Rp1.000.000 juta, mengalami peningkatan 999.900,00% atau Rp999.900 juta dibanding tahun 2020 yang sebesar Rp100 juta. Peningkatan tersebut disebabkan oleh adanya penempatan dana dari nasabah.

Mudharabah Current Account

Until the end of 2021, mudharabah demand deposits were recorded at Rp.0,- or null rupiah, decreased by 100.00% or Rp.40,062 million compared to 2020 which reached Rp.40,062 million. This is due to the withdrawal of Mudharabah Current Accounts made by customers.

Mudharabah Savings

In 2021, the Bank recorded mudharabah savings of Rp38,184 million, an increase of 100.00% or Rp38,184 million compared to 2020 which was recorded at Rp0,- or null rupiah. This is due to the placement of funds from customers.

Mudharabah Deposit

In 2021, mudharabah deposits were recorded at IDR 1,000,000 million, an increase of 999,900,000% or IDR 999,900 million compared to 2020 which was IDR 100 million. The increase was due to the placement of funds from customers.

Ekuitas / Equity

Tabel Ekuitas Tahun 2020-2021
Equity Table Year 2020-2021

Uraian Description	**2021 (Rp-juta)** (Rp-million)	**2020 (Rp-juta)** (Rp-million)	**Kenaikan (Penurunan)** Increase (Deacrease)	
			Nominal (Rp-juta) Nominal (Rp-million)	**Persentase** Percentage **(%)**
Modal ditempatkan dan di setor penuh Issued and fully paid up capital	1.324.135	819.307	504.828	61,62%
Tambahan Modal Disetor Additional Paid-in Capital	10.870	-	10.870	100,00%
Dana Setoran Modal Capital Deposit Fund	2.684	-	2.684	100,00%
Pengukuran Kembali atas Program Imbalan Pasti Remeasurement of Defined Benefit Programs	1.808	689	1.119	162,41%
Keuntungan yang Belum Direalisasi atas Surat Berharga dalam Kelompok Tersedia untuk Dijual Unrealized Profit on Securities in the Available-for-Sale Class	6.827	-	6.827	100,00%
Saldo Laba Retain earning				
Saldo Laba dari Kegiatan Konvensional Profit Balance from Conventional Activities	29.541	29.541	0	0,00%
Saldo Rugi dan Kegiatan Syariah Balance Loss and Sharia Activities	(329.538)	(208.263)	(121.275)	58,23%
Total Ekuitas Total Equity	1.046.327	641.274	405.053	63,16%

Per 31 Desember 2021. jumlah ekuitas yang dibukukan Aladin Bank sebesar Rp1.046.327 juta, mengalami peningkatan 63,16% atau Rp405.053 juta dibandingkan tahun 2020 yang sebesar Rp641.274 juta. Peningkatan tersebut disebabkan oleh adanya penambahan modal atas IPO pada tahun 2021.

Modal Ditempatkan dan Disetor Penuh

Di tahun 2021, modal ditempatkan dan disetor penuh tercatat sebesar Rp1.324.135 juta, meningkat 61,62% atau Rp504.828 juta dibanding tahun sebelumnya sebesar Rp819.307 juta, yang disebabkan oleh adanya penambahan modal atas IPO dan eksekusi waran pada tahun 2021.

Tambahan Modal Disetor

Aladin Bank melakukan tambahan modal disetor yang per 31 Desember 2021 tercatat sebesar Rp10.870 juta, meningkat 100,00% atau Rp10.870 juta dibanding tahun sebelumnya sebesar Rp0,- atau *null* rupiah. Hal ini disebabkan oleh penambahan atas saham agio dan eksekusi waran.

Dana Setoran Modal

Aladin Bank melakukan tambahan modal disetor yang per 31 Desember 2021 tercatat sebesar Rp2.684 juta, meningkat 100,00% atau Rp2.684 juta dibanding tahun sebelumnya sebesar Rp0,- atau null rupiah. Hal ini disebabkan oleh penambahan pelaksanaan eksekusi waran.

Pengukuran Kembali atas Program Imbalan Pasti

Pengukuran kembali atas program imbalan pasti per 31 Desember 2021 tercatat sebesar Rp1.808 juta, meningkat 162,41% atau Rp1.119 juta dibanding tahun sebelumnya sebesar Rp689 juta. Hal ini disebabkan oleh karena adanya perhitungan PSAK 24.

Keuntungan yang Belum Direalisasi atas Surat Berharga dalam Kelompok Tersedia untuk Dijual

Di tahun 2021, Aladin Bank mencatatkan keuntungan yang belum direalisasi atas surat berharga dalam kelompok tersedia untuk dijual, sebesar Rp6.827 juta, meningkat 100,00% atau Rp6.827 juta dibanding tahun 2020 sebesar Rp0,- atau *null* rupiah. Hal ini dikarenakan adanya pencatatan NAV reksadana.

Saldo Laba

Saldo laba yang merupakan akumulasi atas saldo laba dari kegiatan konvensional serta saldo rugi dan kegiatan syariah, per 31 Desember 2021 tercatat sebesar *minus* Rp299.997 juta, mengalami peningkatan 67,86% atau Rp121.275 juta dibanding tahun 2020 sebesar *minus* Rp178.722 juta. Hal tersebut disebabkan oleh adanya peningkatan beban operasional.

As of December 31, 2021, the total equity recorded by Aladin Bank was IDR1,046,327 million, an increase of 63.16% or IDR405,053 million compared to 2020 which was IDR641,274 million. The increase was due to the addition of capital for the IPO in 2021.

Issued and fully paid up capital

In 2021, issued and fully paid capital was recorded at Rp1,324,135 million, an increase of 61.62% or Rp. 504,828 million compared to the previous year of Rp819,307 million, which was due to additional capital from the IPO and execution of warrants in 2021.

Additional Paid-in Capital

Aladin Bank made additional paid-in capital which as of December 31, 2021 was recorded at Rp10,870 million, an increase of 100.00% or Rp10,870 million compared to the previous year of Rp0 - or null rupiah. This was due to the addition of premium shares and the exercise of warrants.

Capital Deposit Fund

Aladin Bank made additional paid-in capital which as of December 31, 2021 was recorded at Rp2,684 million, an increase of 100.00% or Rp2,684 million compared to the previous year of Rp0,- or null rupiah. This is due to the addition of the execution of warrants.

Remeasurement of Defined Benefit Programs

The remeasurement of the defined benefit plan as of December 31, 2021 was recorded at Rp1,808 million, an increase of 162.41% or Rp1,119 million compared to the previous year of Rp689 million. This is due to the calculation of PSAK 24.

Unrealized Gain on Available-for-Sale Marketable Securities

In 2021, Aladin Bank recorded an unrealized gain on marketable securities in the available-for-sale category, amounting to Rp6,827 million, an increase of 100.00% or Rp6,827 million compared to 2020 which was Rp0,- or null rupiah. This is due to the recording of mutual fund NAV.

Retain earning

The balance of profit which is the accumulation of retained earnings from conventional activities as well as the balance of losses and sharia activities, as of December 31, 2021, was recorded at minus IDR 299,997 million, an increase of 67.86% or IDR 121,275 million compared to 2020 of minus IDR 178,722 million. This was due to an increase in operating expenses.

LAPORAN LABA (RUGI) DAN PENGHASILAN KOMPREHENSIF LAIN

PROFIT (LOSS) AND OTHER COMPREHENSIVE INCOME STATEMENT

Tabel Laba (Rugi) dan Penghasilan Komprehensif Lain 2020-2021
Table of Profit (Loss) and Other Comprehensive Income 2020-2021

Uraian Description	**2021 (Rp-juta)** (Rp-million)	**2020 (Rp-juta)** (Rp-million)	**Kenaikan (Penurunan)** Increase (Deacrease)	
			Nominal (Rp-juta) Nominal (Rp-million)	**Persentase** Percentage **(%)**
Pendapatan Pengelolaan Dana oleh Bank sebagai *Mudharib* Fund Management Income by Bank as Mudharib				
Pendapatan dari Jual Beli Revenue from Buying and Selling	3	86	(83)	-96,51%
Pendapatan Usaha Utama Lainnya Other Main Operating Income	36.108	31.191	4.917	15,76%
Total Pendapatan Pengelolaan Dana oleh Bank sebagai *Mudharib* Total Income from Fund Management by the Bank as Mudharib	36.111	31.277	4.834	15,46%
Hak Pihak Ketiga atas Bagi Hasil Dana *Syirkah* Temporer Third Party Rights on Profit Sharing of Temporary Syirkah Funds	(403)	(158)	(245)	155,06%
Hak Bagi Hasil Milik Bank Profit Sharing Rights Owned by the Bank	35.708	31.119	4.589	14,75%
Pendapatan Usaha Lainnya Other Operating Income				
Laba Selisih Kurs – Neto Profit on Foreign Exchange - Net	158	-	158	100,00%
Lain-Lain Etc	627	476	151	31,72%
(Pembentukan) Pembalikan Cadangan Kerugian Penurunan Nilai Aset Produktif (Establishment) Reversal of Allowance for Impairment Losses on Earning Assets				
Piutang Murabahah Murabahah Receivables	2	53	(51)	-96,23%
Surat Berharga Securities	(3.068)	-	(3.068)	-100,00%
Giro pada Bank Lain Current Accounts with Other Banks	(3)	59	(62)	-105,08%
Pembalikan Estimasi Kerugian Komitmen dan Kontinjensi Reversal of Estimated Loss of Commitments and Contingencies	-	65.138	(65.138)	-100,00%
Beban Operasional Operating Expenses				
Umum dan Administrasi General and Administration	(45.840)	(19.550)	(26.290)	134,48%
Gaji dan Kesejahteraan Karyawan Salary and Employee Welfare	(80.351)	(23.932)	(56.419)	235,75%
Penyusutan dan Amortisasi Depreciation and Amortization	(10.356)	(2)	(10.354)	517.700,00%
Promosi Promotion	(4.594)	(405)	(4.189)	1034,32%
Iuran Otoritas Jasa Keuangan Financial Services Authority Contribution	(327)	(225)	(102)	45,33%
Rugi Selisih Kurs – Neto Foreign Exchange Loss - Net	-	(4.438)	4.438	100,00%
Lain-Lain Etc	(14.851)	(5.822)	(9.029)	155,08%

Uraian Description	**2021 (Rp-juta)** (Rp-million)	**2020 (Rp-juta)** (Rp-million)	**Kenaikan (Penurunan)** Increase (Deacrease)	
			Nominal (Rp-juta) Nominal (Rp-million)	**Persentase** Percentage **(%)**
Total Beban Operasional Total Operating Expenses	(156.319)	(54.374)	(101.945)	187,49%
Laba (Rugi) Operasional Operating Profit (Loss)	(122.895)	42.471	(165.366)	-389,36%
Pendapatan Non Operasional – Neto Non Operating Income - Net	1.620	2.397	(777)	-32,42%
Laba (Rugi) Sebelum Pajak Profit (Loss) Before Tax	(121.275)	44.868	(166.143)	-370,29%
Beban Pajak Tax expense	-	-	-	-
Laba (Rugi) Neto Tahun Berjalan Net Profit (Loss) for the Year	(121.275)	44.868	(166.143)	-370,29%
Penghasilan Komprehensif Lain Other Comprehensive Income				
Pos-Pos yang Tidak Akan Direklasifikasi ke Laba Rugi: Items that will not be reclassified to profit or loss:				
Pengukuran Kembali atas Program Imbalan Pasti Remeasurement of Defined Benefit Programs	1.119	(3.186)	4.305	135,12%
Pajak Penghasilan Terkait Related Income Tax	-	969	(969)	-100,00%
Pos-Pos yang Akan Direklasifikasi ke Laba Rugi: Items to be Reclassified to Profit and Loss:				
Keuntungan yang Belum Direalisasi atas Surat Berharga dalam Kelompok Tersedia untuk Dijual Unrealized Gain on Available-for-Sale Marketable Securities	6.827	-	6.827	100,00%
Pajak Penghasilan Terkait Related Income Tax	-	-	-	-
Total Penghasilan (Rugi) Komprehensif Lain Total Other Comprehensive Income (Loss)	7.946	(2.217)	10.163	458,41%
Total Laba (Rugi) Komprehensif Tahun Berjalan Total Comprehensive Profit (Loss) for the Year	(113.329)	42.651	(155.980)	-365,71%
Laba (Rugi) per Saham Dasar (Rupiah Penuh) Basic Profit (Loss) per Share (Full Rupiah)	(9)	5	(14)	-280,00%

Pendapatan Pengelolaan Dana oleh Bank sebagai *Mudharib*

Di tahun 2021, Aladin Bank membukukan pendapatan pengelolaan dana oleh Bank sebagai *mudharib* sebesar Rp36.111 juta, mengalami peningkatan 15,46% atau Rp4.834 juta dibanding tahun 2020 sebesar Rp31.277 juta. Hal tersebut disebabkan oleh meningkatnya pendapatan pada surat berharga yang dimiliki.

Fund Management Income by Bank as Mudharib

In 2021, Aladin Bank recorded revenue from managing funds by the Bank as mudharib of Rp36,111 million, an increase of 15.46% or Rp4,834 million compared to 2020 of Rp31,277 million. This was due to the increase in income from the securities owned.

Hak Pihak Ketiga atas Bagi Hasil Dana *Syirkah* Temporer

Aladin Bank mencatatkan hak pihak ketiga atas bagi hasil dana *syirkah* temporer, sebesar Rp403 juta di tahun 2021, meningkat 155,06% atau Rp245 juta dibanding tahun 2020 sebesar Rp158 juta. Hal ini dikarenakan adanya peningkatan DPK yang lebih besar dari tahun sebelumnya sehingga terjadi peningkatan pendapatan bagi hasil.

Third Party Rights on Profit Sharing of Temporary Syirkah Funds

Aladin Bank recorded third party rights to profit sharing from temporary syirkah funds, amounting to Rp403 million in 2021, an increase of 155.06% or Rp245 million compared to 2020 of Rp158 million. This is due to an increase in TPF which is greater than the previous year, resulting in an increase in revenue sharing.

Pendapatan Operasional Lainnya

Pendapatan operasional lainnya di tahun 2021 tercatat sebesar Rp2.284 juta, mengalami penurunan 103,48% atau Rp63.422 juta dibanding tahun 2020 sebesar Rp65.726 juta. Penurunan tersebut disebabkan oleh karena pada tahun 2020 ada pembalikan estimasi sebesar Rp65.138 juta sedangkan pada tahun 2021 tercatat Rp0,- atau *null* rupiah.

Other Operating Income

Other operating income in 2021 was recorded at Rp.2,284 million, a decrease of 103.48% or Rp.63,422 million compared to 2020 of Rp.65,726 million. This decrease was due to the fact that in 2020 there was a reversal of the estimate of Rp. 65,138 million, while in 2021 it was recorded at Rp. 0, - or null rupiah.

Beban Operasional

Beban operasional di tahun 2021 tercatat mencapai Rp156.319 juta, meningkat 187,49% atau Rp101.945 juta dibanding tahun 2020 sebesar Rp54.374 juta. Hal ini dikarenakan Peningkatan beban umum dan administrasi disebabkan oleh aktivitas pengembangan teknologi informasi dan infrastruktur pendukung sejalan dengan proses transformasi Aladin Bank menjadi *bank digital*. Peningkatan gaji dan kesejahteraan karyawan disebabkan oleh penambahan jumlah karyawan sejalan dengan fokus Bank dalam pemenuhan sumber daya manusia sesuai model bisnis Bank.

Operating Expenses

Operating expenses in 2021 were recorded at IDR 156,319 million, an increase of 187.49% or IDR 101,945 million compared to 2020 of IDR 54,374 million. This was due to the increase in general and administrative expenses due to the development of information technology and supporting infrastructure in line with Aladin Bank's transformation process into a digital bank. The increase in salaries and employee welfare was due to the addition of the number of employees in line with the Bank's focus on fulfilling human resources according to the Bank's business model.

Laba (Rugi) Operasional

Per 31 Desember 2021, Aladin Bank mencatatkan rugi operasional sebesar Rp122.895 juta, dibanding tahun 2020 dengan laba operasional yang berhasil dibukukan sebesar Rp42.471 juta. Rugi operasional di tahun 2021 tersebut, sejalan dengan strategi dan rencana bisnis Aladin Bank di mana Bank sedang fokus dalam proses transformasi menjadi bank digital. Proses transformasi tersebut berdampak pada peningkatan beban operasional Bank.

Operating Profit (Loss)

As of December 31, 2021, Aladin Bank recorded an operating loss of IDR 122,895 million, compared to 2020 with an operating profit of IDR 42,471 million. The operational loss in 2021 is in line with Aladin Bank's strategy and business plan where the Bank is focusing on the transformation process into a digital bank. The transformation process has an impact on increasing the Bank's operating expenses.

Pendapatan (Beban) Non-Operasional - Neto

Aladin Bank mencatatkan pendapatan *non*-operasional - neto, sebesar Rp1.620 juta di tahun 2021, turun 32,42% atau Rp777 juta dibanding tahun 2020 dengan total pendapatan *non*-operasional - neto yang tercatat sebesar Rp2.397 juta. Penurunan tersebut disebabkan oleh menurunnya pendapatan non operasional dimana di tahun sebelumnya terdapat pebalikan cadangan yang lebih besar dari tahun 2021.

Non-Operating Revenue (Expense) - Net

Aladin Bank recorded non-operating income - net, amounting to Rp1,620 million in 2021, a decrease of 32.42% or Rp777 million compared to 2020 with total non-operating income - net which was recorded at Rp2,397 million. The decrease was due to a decrease in non-operating income where in the previous year there was a larger reserve reversal than in 2021.

Laba (Rugi) Sebelum Pajak

Di tahun 2021, Aladin Bank mencatatkan rugi sebelum pajak sebesar Rp121.275 juta, dibanding tahun 2020 dengan laba sebelum pajak yang dibukukan yakni sebesar Rp44.868 juta. Hal ini dikarenakan pada tahun 2021 terjadi peningkatan pada beban operasional.

Profit (Loss) Before Tax

In 2021, Aladin Bank recorded a loss before tax of Rp121,275 million, compared to 2020 with recorded profit before tax of Rp44,868 million. This is because in 2021 there will be an increase in operating expenses.

Laba (Rugi) Bersih Tahun Berjalan

Per 31 Desember 2021, Aladin Bank mencatatkan rugi bersih tahun berjalan sebesar Rp121.275 juta, dibanding laba bersih tahun berjalan yang berhasil dibukukan di tahun 2020 yakni sebesar Rp44.868 juta. Hal ini disebabkan karena pada tahun 2021 terjadi peningkatan pada beban operasional.

Net Profit (Loss) for the Year

As of December 31, 2021, Aladin Bank recorded a net loss for the year of Rp. 121,275 million, compared to the net profit for the year that was successfully recorded in 2020, which was Rp. 44,868 million. This is because in 2021 there will be an increase in operating expenses.

Penghasilan (Rugi) Komprehensif Lain

Di tahun 2021, Aladin Bank membukukan penghasilan komprehensif lain sebesar Rp7.946 juta, dibanding rugi komprehensip lain yang tercatat sebesar Rp2.217 juta di tahun 2020. Hal ini dikarenakan adanya pencatatan NAV reksadana.

Laba (Rugi) Komprehensif Tahun Berjalan

Per 31 Desember 2021, Aladin Bank mencatatkan rugi komprehensif tahun berjalan sebesar Rp113.329 juta, dibanding laba komprehensif tahun berjalan yang berhasil dibukukan di tahun 2020 yakni sebesar Rp42.651 juta. Hal tersebut disebabkan oleh adanya pencatatan NAV reksadana.

Laba (Rugi) per Saham Dasar

Di tahun 2021, Aladin Bank mencatatkan rugi per saham dasar sebesar Rp9,- dibanding laba per saham dasar yang tercatat sebesar Rp5.47 di tahun 2020. Hal ini dikarenakan laba rugi Bank di tahun 2021 bersaldo rugi yang disebabkan oleh peningkatan pada beban operasional.

Other Comprehensive Income (Loss)

In 2021, Aladin Bank recorded other comprehensive income of Rp7,946 million, compared to other comprehensive losses which were recorded at Rp2,217 million in 2020. This is due to the recording of NAV of mutual funds.

Comprehensive Profit (Loss) for the Year

As of December 31, 2021, Aladin Bank recorded a comprehensive loss for the year of Rp113,329 million, compared to the comprehensive profit for the current year which was successfully recorded in 2020, which was Rp42,651 million. This is due to the recording of NAV of mutual funds.

Basic Profit (Loss) per Share

In 2021, Aladin Bank recorded a basic loss per share of Rp9,- compared to basic earnings per share which was recorded at Rp5,47 in 2020. This is because the Bank's profit and loss in 2021 has a loss due to an increase in operating expenses.

LAPORAN ARUS KAS

CASH FLOW STATEMENT

Tabel Arus Kas 2020-2021
Cash Flow Table 2020-2021

Uraian Description	**2021 (Rp-juta)** (Rp-million)	**2020 (Rp-juta)** (Rp-million)	**Kenaikan (Penurunan)** Increase (Deacrease)	
			Nominal (Rp-juta) Nominal (Rp-million)	**Persentase** Percentage **(%)**
ARUS KAS DARI AKTIVITAS OPERASI CASH FLOW FROM OPERATING ACTIVITIES				
Penerimaan Operasi Lainnya Other Operations Acceptance	35.045	31.191	3.854	12,36%
Penerimaan Non-Operasional – Neto Non-Operational Receipts - Net	1.620	2.397	(777)	-32,42%
Penerimaan Keuntungan Murabahah dan Istishna Receipt of Murabahah and Istishna Profits	3	86	(83)	-96,51%
Pembayaran Bagi Hasil Dana *Syirkah* Temporer Payment of Temporary Syirkah Fund Profit Sharing	(403)	(158)	(245)	155,06%
Pembayaran Beban Operasional Payment of Operational Expenses	(145.215)	(48.960)	(96.255)	196,60%
Laba (Rugi) Sebelum Perubahan dalam Aset dan Liabilitas Operasi Profit (Loss) Before Changes in Operating Assets and Liabilities	(108.950)	(15.444)	(93.506)	605,45%
Kenaikan (Penurunan) Aset Operasi Increase (Decrease) in Operating Assets	(14.366)	2.526	(16.892)	-668,73%
Kenaikan (Penurunan) Liabilitas Operasi Increase (Decrease) in Operating Liabilities	1.021.486	20.687	1.000.799	4.837,82%
Kas Neto yang Diperoleh dari (Digunakan untuk) Aktivitas Operasi Net Cash Obtained from (Used for) Operating Activities	898.170	7.769	890.401	11.460,95%
ARUS KAS DARI AKTIVITAS INVESTASI CASH FLOW FROM INVESTMENT ACTIVITIES				
Perolehan Investasi dalam Surat Berharga dalam Kelompok Biaya Perolehan dan Tersedia untuk Dijual Acquisition of Investments in Securities in the Acquisition Cost and Available-for-Sale Classes	(11.208.815)	(61.330)	(11.147.485)	18176,24%
Perolehan Aset Tetap dan Perangkat Lunak Acquisition of Fixed Assets and Software	(19.320)	(12.717)	(6.603)	51,92%
Penerimaan dari investasi dalam surat berharga yang telah jatuh tempo Receipts from investments in mature securities	10.923.278	-	10.923.278	100,00%
Kas Neto yang Digunakan untuk Aktivitas Investasi Net Cash Used in Investing Activities	(304.857)	(74.047)	(230.810)	311,71%
ARUS KAS DARI AKTIVITAS PENDANAAN CASH FLOW FROM FUNDING ACTIVITIES				
Penerimaan dari Penawaran Umum Saham Perdana Proceeds from Initial Public Offering	515.000	-	515.000	100,00%
Pembayaran Biaya Emisi Saham Payment of Shares Issuance Fee	(4.612)	-	(4.612)	-100,00%
Pembayaran Liabilitas Sewa Payment of Lease Liability	7.994	-	7.994	100,00%
Kas Neto yang Diperoleh dari Aktivitas Pendanaan Net Cash Retrieved from Financing Activities	509.689	-	509.689	100,00%
KENAIKAN (PENURUNAN) NETO KAS DAN SETARA KAS INCREASE (DECREASE) NET CASH AND CASH EQUIVALENTS	1.103.002	(66.064)	1.169.066	1.769,60%

Uraian Description	**2021 (Rp-juta)** (Rp-million)	**2020 (Rp-juta)** (Rp-million)	**Kenaikan (Penurunan)** Increase (Deacrease)	
			Nominal (Rp-juta) Nominal (Rp-million)	**Persentase** Percentage **(%)**
KAS DAN SETARA KAS PADA AWAL PERIODE CASH AND CASH EQUIVALENTS AT THE BEGINNING OF THE PERIOD	55.483	121.547	(66.064)	-54,35%
Pengaruh perubahan kurs mata uang pada kas dan setara kas Effect of changes in currency rates on cash and cash equivalents	38	214	(176)	-82,24%
KAS DAN SETARA KAS PADA AKHIR PERIODE CASH AND CASH EQUIVALENTS AT THE END OF THE PERIOD	1.158.523	55.483	1.103.040	1.988,07%

Kas dan setara kas per 31 Desember 2021 tercatat sebesar Rp1.158.523 juta, mengalami peningkatan 1.988,07% atau Rp1.103.040 juta dibandingkan tahun 2020 yang sebesar Rp55.483 juta. Hal tersebut dikarenakan pada tahun 2021, terdapat penempatan DPK sebesar Rp1 triliun yang di tempatkan pada FASBIS sehingga kas dan setara kas mengalami peningkatan .

Cash and cash equivalents as of December 31, 2021 were recorded at Rp1,158,523 million, an increase of 1,988.07% or Rp1,103,040 million compared to 2020 which was Rp55,483 million. This is because in 2021, there will be a third-party placement of Rp1 trillion placed in FASBIS so that cash and cash equivalents have increased.

Arus Kas dari Aktivitas Operasi

Per 31 Desember 2021, Aladin Bank mencatatkan kas neto dari aktivitas operasi sebesar Rp898.170 juta, mengalami peningkatan 11.460,95% atau Rp890.401 juta dibandingkan tahun 2020 yang sebesar Rp7.769 juta. Hal ini disebabkan oleh peningkatan penempatan pada dana sirkah temporer.

Cash Flow from Operating Activities

As of December 31, 2021, Aladin Bank recorded net cash from operating activities of Rp898,170 million, an increase of 11,460.95% or Rp890,401 million compared to 2020 which was Rp7,769 million. This was due to an increase in placements in temporary sirkah funds.

Arus Kas dari Aktivitas Investasi

Kas neto dari aktivitas investasi per 31 Desember 2021 tercatat sebesar Rp304.857 juta, meningkat 311,71% atau Rp230.810 juta dibanding tahun 2020 yang tercatat sebesar Rp74.047 juta. Hal tersebut disebabkan oleh meningkatnya penempatan pada surat berharga.

Cash Flow from Investing Activities

Net cash from investing activities as of December 31, 2021 was recorded at Rp304,857 million, an increase of 311.71% or Rp230,810 million compared to 2020 which was recorded at Rp74,047 million. This was due to an increase in placements in marketable securities.

Arus Kas dari Aktivitas Pendanaan

Di tahun 2021, Aladin Bank mencatatkan kas neto dari aktivitas pendanaan sebesar Rp509.689 juta, yang terdiri atas penerimaan dari penawaran umum saham perdana sebesar Rp522.994 juta, pembayaran biaya emisi saham sebesar Rp4.612 juta, dan pembayaran liabilitas sewa sebesar Rp8.693 juta. Sementara di tahun 2020, Aladin Bank tidak mencatatkan kas neto dari aktivitas pendanaan.

Cash Flow from Funding Activities

In 2021, Aladin Bank recorded net cash from financing activities of Rp509,689 million, which consisted of proceeds from the initial public offering of Rp522,994 million, payment of share issuance costs of Rp4,612 million, and payment of lease obligations of Rp8. 693 million. Meanwhile, in 2020, Aladin Bank did not record net cash from funding activities.

Kenaikan (Penurunan) Neto Kas dan Setara Kas

Kenaikan (penurunan) neto kas dan setara kas merupakan akumulasi dari kas neto dari aktivitas operasi, kas neto dari aktivitas investasi, dan kas neto dari aktivitas pendanaan. Pada tahun 2021, Aladin Bank mencatatkan kenaikan neto kas dan setara kas sebesar Rp1.103.040 juta, naik 1.769,60% atau Rp1.169.066 juta dibandingkan tahun 2020 yang mencatatkan penurunan neto kas dan setara kas sebesar Rp66.064 juta. Hal ini disebabkan oleh peningkatan penempatan pada dana sirkah temporer.

Net Increase (Decrease) in Cash and Cash Equivalents

The net increase (decrease) in cash and cash equivalents is the accumulation of net cash from operating activities, net cash from investing activities, and net cash from financing activities. In 2021, Aladin Bank recorded a net increase in cash and cash equivalents of Rp1,103,040 million, an increase of 1,769.60% or Rp1,169,066 million compared to 2020 which recorded a net decrease in cash and cash equivalents of Rp66,064 million. This was due to an increase in placements in temporary sirkah funds.

LAPORAN REKONSILIASI PENDAPATAN DAN BAGI HASIL

REVENUE AND REVENUE SHARING RECONCILIATION STATEMENT

Tabel Rekonsiliasi Pendapatan dan Bagi Hasil 2020-2021
Income Reconciliation and Profit Sharing Table 2020-2021

Uraian Description	**2021 (Rp-juta)** (Rp-million)	**2020 (Rp-juta)** (Rp-million)	**Kenaikan (Penurunan)** Increase (Deacrease)	
			Nominal (Rp-juta) Nominal (Rp-million)	**Persentase** Percentage **(%)**
Pendapatan Usaha Operating revenues	36.111	31.277	4.834	15,46%
Pengurang Subtractor	(2.322)	886	(3.208)	-362,08%
Penambah enhancer	886	776	110	14,18%
Pendapatan Usaha yang Tersedia untuk Bagi Hasil Operating Income Available for Profit Sharing	34.675	31.167	3.508	11,26%
Pendapatan Usaha yang Tersedia untuk Bagi Hasil Terdiri dari: Operating Income Available for Profit Sharing Consists of:				
Bagi Hasil yang Menjadi Hak Bank Profit Sharing That Becomes the Bank's Rights	34.272	31.009	3.263	10,52%
Bagi Hasil yang Menjadi Hak Pemilik Dana Profit Sharing That Becomes the Right of the Fund Owner				
Hak Pemilik Dana atas Hasil Dana *Syirkah* Temporer yang Sudah Didistribusikan Rights of Fund Owners on Proceeds of Distributed Temporary Syirkah Funds	403	158	245	155,06%
Hak Pemilik Dana atas Hasil Dana *Syirkah* Temporer yang Belum Didistribusikan Rights of Fund Owners on Undistributed Temporary Syirkah Funds	-	-	-	-

Per 31 Desember 2021, pendapatan usaha yang tersedia untuk bagi hasil tercatat sebesar Rp34.675 juta, mengalami peningkatan 11,26% atau Rp3.508 juta dibanding tahun 2020 yang tercatat sebesar Rp31.167 juta. Hal tersebut disebabkan oleh meningkatnya pendapatan usaha terutama dari bagi hasil surat berharga.

As of December 31, 2021, operating income available for profit sharing was recorded at Rp34,675 million, an increase of 11.26% or Rp3,508 million compared to 2020 was recorded at Rp31,167 million. This was due to the increase in operating income, especially from the profit sharing of securities.

LAPORAN SUMBER DAN PEYALURAN DANA ZAKAT

STATEMENT ON SOURCES AND USE OF BENEVOLENT FUNDS

Tabel Sumber dan Peyaluran Dana Zakat 2020-2021
Table of Sources and Uses of Benevolent Funds 2020-2021

Uraian Description	**2021 (Rp-juta)** (Rp-million)	**2020 (Rp-juta)** (Rp-million)	**Kenaikan (Penurunan)** Increase (Deacrease)	
			Nominal (Rp-juta) Nominal (Rp-million)	**Persentase** Percentage **(%)**
Saldo Awal Dana Zakat Initial Balance of Zakat Funds	-	-	-	-
Sumber Dana Zakat Source of Zakat Funds				
Zakat dari Bank Zakat from Bank	-	-	-	-

Uraian Description	2021 (Rp-juta) (Rp-million)	2020 (Rp-juta) (Rp-million)	Kenaikan (Penurunan) Increase (Deacrease)	
			Nominal (Rp-juta) Nominal (Rp-million)	Persentase Percentage (%)
Zakat dari Pihak Luar Bank Zakat from Outside Banks	-	-	-	-
Penyaluran Dana Zakat Distribution of Zakat Funds	-	-	-	-
Kenaikan Dana Zakat Increase in Zakat Funds	-	-	-	-
Saldo Akhir Dana Zakat Final Balance of Zakat Fund	-	-	-	-

Laporan sumber dan penyaluran zakat merupakan laporan yang menunjukkan sumber dana, penyaluran dalam jangka waktu tertentu, serta saldo dana zakat yang belum disalurkan pada tanggal tertentu. Di tahun 2021 dan 2020, Aladin Bank tidak mencatatkan sumber dan penyaluran zakat.

The source and distribution report of zakat is a report that shows the source of funds, distribution within a certain period of time, and the balance of zakat funds that have not been distributed on a certain date. In 2021 and 2020, Aladin Bank did not record the source and distribution of zakat.

LAPORAN SUMBER DAN PENGGUNAAN DANA KEBAJIKAN

STATEMENT ON SOURCES AND USE OF BENEVOLENT FUNDS

Tabel Sumber dan Penggunaan Dana Kebajikan 2020-2021
Table of Sources and Uses of Benevolent Funds 2020-2021

Uraian Description	2021 (Rp-juta) (Rp-million)	2020 (Rp-juta) (Rp-million)	Kenaikan (Penurunan) Increase (Deacrease)	
			Nominal (Rp-juta) Nominal (Rp-million)	Persentase Percentage (%)
Sumber Dana Kebajikan Source of Benevolent Funds				
Denda Fine	-	-	-	-
Penggunaan Dana Kebajikan Use of Benevolent Funds	1.000	-	1.000	100,00%
Penurunan Dana Kebajikan Decreasing the Fund of Benevolence	-	-	-	-
Saldo Awal Dana Kebajikan The Beginning Balance of the Benevolent Fund	2	2	-	-
Saldo Akhir Dana Kebajikan Ending Balance of the Benevolent Fund	1.002	2	1.000	50.000,00%

Sumber dana kebajikan berasal dari denda yang diberikan kepada nasabah yang mampu membayar, tetapi menunda-nunda pembayaran dengan disengaja. Di tahun 2021, sumber dana kebajikan mencapai Rp1.000 juta, sementara di tahun 2020 tercatat Rp0,- atau *null* rupiah. Adapun penggunaan dana kebajikan di tahun 2021 adalah sebesar Rp0,- atau *null* rupiah, atau sama dengan tahun 2020. Saldo awal dana kebajikan di tahun 2021 adalah sebesar Rp2 juta atau sama dengan tahun sebelumnya. Sementara saldo akhir dana kebajikan di tahun 2021 tercatat sebesar Rp1.002 juta, mengalami peningkatan 50.000,00% atau Rp1.000 juta dibanding tahun 2020 yang tercatat sebesar Rp2 juta. Peningkatan tersebut disebabkan oleh adanya penerimaaan non halal sebesar Rp1.000 juta.

The source of benevolence funds comes from fines given to customers who are able to pay, but deliberately delay payments. In 2021, the source of benevolence funds reached Rp1,000 million, while in 2020 it was recorded at Rp0 - or null rupiah. The use of benevolence funds in 2021 is Rp0, - or null rupiah, or the same as 2020. The initial balance of benevolence funds in 2021 is IDR 2 million or the same as the previous year. Meanwhile, the final balance of the virtue fund in 2021 was recorded at Rp1,002 million, an increase of 50,000.00% or Rp1,000 million compared to 2020 which was recorded at Rp2 million. The increase was due to non-halal revenue of Rp1,000 million.

RASIO-RASIO KEUANGAN

Rasio keuangan Aladin Bank yang meliputi rasio kinerja dan kepatuhan, secara umum mencatatkan kinerja yang baik di tahun 2021. Perbandingan rasio kinerja dan kepatuhan Aladin Bank tahun 2020 dan 2021 disajikan sebagai berikut.

FINANCIAL RATIOS

Aladin Bank's financial ratios, which include performance and compliance ratios, generally recorded good performance in 2021. Comparison of Aladin Bank's performance and compliance ratios in 2020 and 2021 is presented as follows.

Tabel Rasio Keuangan 2020-2021
Financial Ratio Table 2020-2021

Uraian Description	2021 (%)	2020 (%)	Perubahan Change (%)
Rasio Kinerja Performance Ratio			
Kewajiban Penyediaan Modal Minimum (KPMM) Minimum Capital Adequacy Requirement (KPMM)	390,50	329,09	18,66
Aset Produktif dan Aset Non Produktif Bermasalah terhadap Total Aset Earning Assets and Non-Earning Non-Problematic Assets to Total Assets	-	-	-
Aset Produktif Bermasalah terhadap Total Aset Produktif Non-performing Earning Assets to Total Earning Assets	-	-	-
CKPN Aset Keuangan terhadap Aset Produktif CKPN Financial Assets to Earning Assets	0,00	0,01	-100,00
NPF Gross	0,00	0,00	0,00
NPF Net	0,00	0,00	0,00
Return on Assets (ROA)	(8,81)	6,19	-242,33
Return on Equity (ROE)	(10,10)	7,07	-242,86
Net Imbalan (NI) Net Rewards (NI)	2,96	4,69	-36,89
Net Operating Margin (NOM)	(9,93)	6,30	-257,62
Biaya Operasional terhadap Pendapatan (BOPO) Operating Cost to Revenue (BOPO)	428,4	56,16	662,82
Pembiayaan Bagi Hasil terhadap Total Pembiayaan Profit Sharing Financing to Total Financing	0,00	0,00	0,00
Financing to Deposit Ratio (FDR)	0,00	0,13	-100,00
Cost to Income Ratio (CIR)	411,22	51,64	696,32
Rasio Liabilitas terhadap Ekuitas Liability to Equity Ratio	107,69	6,23	1.628,57
Rasio Liabilitas terhadap Jumlah Aset Ratio of Liabilities to Total Assets	51,85	5,54	835,92
Rasio Kepatuhan Compliance Ratio			
Persentase Pelanggaran Batas Maksimum Penyediaan Dana (BPMD) Percentage of Violations of the Maximum Provision of Funds (BPMD)			
Pihak Terkait Related parties	0,00	0,00	0,00
Pihak Tidak Terkait Unrelated Parties	0,00	0,00	0,00
Persentase Pelampauan Batas Maksimum Penyediaan Dana (BPMD) Percentage of Exceeding the Maximum Limit for Provision of Funds (BPMD)			
Pihak Terkait Related parties	0,00	0,00	0,00
Pihak Tidak Terkait Unrelated Parties	0,00	0,00	0,00

Uraian Description	2021 (%)	2020 (%)	Perubahan Change (%)
Giro Wajib Minimum Statutory Reserve Requirement			
GWM Rupiah Rupiah Statutory Reserve	17,73	4,38	304,79
GWM Valuta Asing Foreign Exchange Statutory Reserve	157,73	157,98	-0,16
Posisi Devisa Neto Secara Keseluruhan Overall Net Open Position	0,21	0,75	-72,00

KEMAMPUAN MEMBAYAR UTANG DAN KOLEKTIBILITAS PIUTANG

Kemampuan Membayar Utang

Kemampuan Aladin Bank dalam memenuhi kewajiban jangka pendek maupun jangka panjangnya tercermin dari likuiditas dan solvabilitas Bank. Kemampuan membayar utang juga tercermin dari telah ikutnya Aladin Bank sebagai peserta program penjaminan pada Lembaga Penjaminan Simpanan (LPS).

Kemampuan Membayar Utang Jangka Pendek (Likuiditas Bank)

Dalam mengukur kemampuannya dalam memenuhi kewajiban jangka pendek yang akan jatuh tempo, Bank menggunakan rasio likuiditas, berupa rasio pembiayaan terhadap dana pihak ketiga atau *Financing to Deposit Ratio* (FDR) dan rasio intermediasi makroprudensial (RIM) yang merupakan rasio hasil perbandingan antara kredit yang diberikan kepada pihak ketiga (tidak termasuk kredit kepada bank lain), serta surat berharga korporasi yang dimiliki Bank terhadap DPK (tidak termasuk dana antar bank), surat berharga yang diterbitkan Bank, dan pinjaman yang diterima Bank.

Adapun rasio likuiditas Bank di tahun 2020 dan 2021 adalah sebagai berikut.

ABILITY TO PAY DEBT AND COLLECTIBILITY OF RECEIVABLES

Ability to Pay Debt

Aladdin Bank's ability to meet its short-term and long-term obligations is reflected in the Bank's liquidity and solvency. The ability to pay debts is also reflected in the participation of Aladin Bank as a participant in the guarantee program at the Deposit Insurance Corporation (LPS).

Ability to Pay Short-Term Debt (Bank Liquidity)

In measuring its ability to meet short-term obligations that will mature, the Bank uses a liquidity ratio, in the form of the ratio of financing to third party funds or the Financing to Deposit Ratio (FDR) and the macroprudential intermediation ratio (RIM) which is the ratio of the results of the comparison between loans extended to third parties (excluding loans to other banks), as well as corporate securities owned by the Bank against TPF (excluding interbank funds), securities issued by the Bank, and loans received by the Bank.

The Bank's liquidity ratios in 2020 and 2021 are as follows.

Tabel Rasio Likuiditas 2020-2021
Solvency Ratio Table 2020-2021

Uraian Description	2021 (%)	2020 (%)	Perubahan Change (%)
Financing to Deposit Ratio (FDR)	0,00	0,13	(0,13)
Rasio Intermediasi Makroprudensial (RIM) Macroprudential Intermediation Ratio (RIM)	0,00	0,14	(0,14)

Pada tahun 2021, likuiditas Bank berdasarkan rasio pembiayaan terhadap dana pihak ketiga atau *Financing to Deposit Ratio* (FDR) tercatat sebesar 0,00%, dibanding tahun 2020 yang sebesar 0,13%. Sementara, rasio intermediasi makroprudensial (RIM) di tahun 2021 juga sebesar 0,00%, dibanding tahun sebelumnya yang sebesar 0,14%. Hal tersebut disebabkan karena Bank belum menyalurkan pembiayaan.

In 2021, the Bank's liquidity based on the ratio of financing to third party funds or the Financing to Deposit Ratio (FDR) was recorded at 0.00%, compared to 2020 which was 0.13%. Meanwhile, the macroprudential intermediation ratio (RIM) in 2021 is also at 0.00%, compared to the previous year which was 0.14%. This is because the Bank has not disbursed financing.

Kemampuan Membayar Utang Jangka Panjang (Solvabilitas Bank)

Aladin Bank menggunakan rasio solvabilitas dalam mengukur kemampuannya dalam memenuhi kewajiban jangka panjang dengan memastikan kecukupan modal Bank untuk dapat memenuhi risiko pembiayaan, risiko pasar, dan risiko operasional. Hal tersebut tercermin dari rasio kewajiban penyediaan modal minimum atau *Capital Adequacy Ratio* (CAR).

Ability to Pay Long-Term Debt (Bank Solvency)

Aladin Bank uses the solvency ratio to measure its ability to meet long-term obligations by ensuring the Bank's capital adequacy to be able to meet financing risk, market risk, and operational risk. This is reflected in the minimum capital adequacy ratio (CAR).

Adapun rasio solvabilitas Bank di tahun 2020 dan 2021 adalah sebagai berikut.

The Bank's solvency ratio in 2020 and 2021 is as follows.

Rasio Solvabilitas 2020-2021
solvency ratio in 2020-2021

Uraian Description	2021 (%)	2020 (%)	Perubahan Change (%)
Capital Adequacy Ratio (CAR)	390,50	329,09	61,41

Rasio kewajiban penyediaan modal minimum atau *Capital Adequacy Ratio* (CAR) Bank di tahun 2021 tercatat sebesar 390,50% atau mengalami kenaikan 61,41% dibanding tahun 2020 yang mencapai 329,09%. Hal tersebut menunjukkan kondisi permodalan Bank dalam keadaan baik.

The Bank's minimum capital adequacy ratio (CAR) in 2021 was recorded at 390.50% or an increase of 61.41% compared to 2020 which reached 329.09%. This shows that the Bank's capital condition is in good condition.

Sesuai dengan Peraturan Otoritas Jasa Keuangan No. 21/POJK.03/2014 tentang Kewajiban Penyediaan Modal Minimum Bank Umum Syariah, rasio kecukupan modal minimum dikaitkan dengan profil risiko Bank yang ditetapkan OJK adalah sebesar 9,99%. Dengan rasio kecukupan Aladin Bank yang berada pada tingkat 390,50% di tahun 2021, struktur permodalan Bank memiliki kapabilitas untuk mengimbangi risiko pembiayaan, risiko pasar, dan risiko operasional dimana rasio tersebut lebih tinggi dari rasio kecukupan minimum OJK. Adapun struktur modal Bank sudah memenuhi Peraturan OJK. Hal ini berarti bahwa Aladin Bank telah mengelola dengan baik modal Bank dan memiliki kecukupan modal untuk melindungi dari risiko solvabilitas.

In accordance with the Financial Services Authority Regulation No. 21/POJK.03/2014 concerning Minimum Capital Adequacy Requirements for Islamic Commercial Banks, the minimum capital adequacy ratio associated with the Bank's risk profile determined by OJK is 9.99%. With Aladin Bank's adequacy ratio at 390.50% in 2021, the Bank's capital structure has the capability to offset financing risk, market risk, and operational risk where the ratio is higher than the OJK minimum adequacy ratio. The Bank's capital structure has complied with OJK Regulations. This means that Aladin Bank has managed the Bank's capital well and has sufficient capital to protect it from solvency risk.

Kolektibilitas Piutang

Kolektibilitas piutang mencerminkan kemampuan Bank dalam meminimalisir terjadinya piutang macet. Aladin Bank mengukur kelancaran pembiayaan bank melalui total pembiayaan bermasalah atau *Non-Performing Financing* (NPF).

Accounts Receivable

The collectibility of receivables reflects the Bank's ability to minimize the occurrence of bad debts. Aladin Bank measures the smoothness of bank financing through total non-performing financing (NPF).

Adapun tingkat kolektibilitas Perusahaan di tahun 2021 adalah sebagai berikut.

The Company's collectibility level in 2021 is as follows.

Kolektibilitas Piutang 2020-2021
Collectibility Level in 2020-2021

Uraian Description	2021 (%)	2020 (%)	Perubahan Perubahan (%)	
Non-Performing Financing (NPF) *Gross*	0,00	0,00	0,00	-
Non-Performing Financing (NPF) *Net*	0,00	0,00	0,00	-

Per 31 Desember 2021, *Non-Performing Financing* (NPF) *Gross* dan *Non-Performing Financing* (NPF) *Net* Bank masing-masing adalah sebesar 0,00% atau tidak mengalami peningkatan maupun penurunan dari tahun sebelumnya yang masing-masing tercatat sebesar 0,00%. Hal tersebut dikarenakan bank belum menyalurkan pembiayaan pada tahun 2021.

As of December 31, 2021, Non-Performing Financing (NPF) Gross and Non-Performing Financing (NPF) Net Banks were each at 0.00% or neither increased nor decreased from the previous year, each of which was recorded at 0.00 %. This is because the bank has not disbursed financing in 2021.

STRUKTUR PERMODALAN DAN PRAKTIK MANAJEMEN RISIKO

Struktur Permodalan

Kebijakan Struktur Modal

Aladin Bank melakukan perencanaan struktur modal berdasarkan penilaian dan penelaahan atas kebutuhan permodalan yang dipersyaratkan dan mengkombinasikannya dengan kondisi ekonomi terkini. Aladin Bank secara rutin melakukan evaluasi dan mengelola struktur permodalan dalam memastikan Bank memiliki modal kuat untuk mendukung strategi pengembangan usaha Bank saat ini dan untuk mempertahankan kelangsungan usaha Bank pada masa yang akan datang, serta untuk memenuhi kecukupan permodalan yang ditetapkan oleh regulator.

Rencana permodalan disusun oleh Direksi sebagai bagian dalam Rencana Bisnis Bank dan disetujui oleh Dewan Komisaris. Rencana permodalan Bank disusun berdasarkan penilaian atas kecukupan kebutuhan permodalan yang dipersyaratkan, rencana pengembangan usaha dan kebutuhan likuiditas Bank.

Dasar Pemilihan Struktur Modal

Kebijakan struktur modal yang diterapkan Bank bertujuan untuk mempertahankan kelangsungan usaha agar tetap memberikan imbal hasil bagi Pemegang Saham serta manfaat bagi pemangku kepentingan lainnya. dan mempertahankan struktur permodalan yang optimal untuk mengurangi biaya modal. Aladin Bank melakukan perencanaan kebutuhan permodalan dengan mendiskusikan secara rutin dan didukung dengan data analisis.

CAPITAL STRUCTURE AND RISK MANAGEMENT PRACTICES

Capital Structure

Capital Structure Policy

Aladin Bank performs capital structure planning based on an assessment and review of the required capital requirements and combines it with the latest economic conditions. Aladin Bank routinely evaluates and manages the capital structure to ensure the Bank has strong capital to support the Bank's current business development strategy and to maintain the Bank's business continuity in the future, as well as to meet the capital adequacy set by the regulator.

The capital plan is prepared by the Board of Directors as part of the Bank's Business Plan and approved by the Board of Commissioners. The Bank's capital plan is prepared based on an assessment of the adequacy of the required capital requirements, business development plans and the Bank's liquidity needs.

Basis for Choosing Capital Structure

The capital structure policy implemented by the Bank aims to maintain business continuity in order to continue to provide returns for Shareholders and benefits for other stakeholders. and maintain an optimal capital structure to reduce the cost of capital. Aladin Bank performs capital requirements planning by discussing it regularly and supported by analytical data.

Kewajiban Penyediaan Modal Minimum (KPMM) pada tanggal 31 Desember 2021 dan 31 Desember 2020, dihitung berdasarkan Peraturan Otoritas Jasa Keuangan (POJK) No. 11/POJK.03/2016 tanggal 26 Januari 2016 dan perubahan POJK No. 34/OJK.03/2016 tanggal 22 September 2016, serta POJK No. 21/POJK.03/2014 tanggal 19 November 2014 tentang Kewajiban Penyediaan Modal Minimum Bank Umum Syariah, dimana bank wajib membentuk tambahan modal minimum sesuai profil risiko yang berfungsi sebagai penyangga (*buffer*) yaitu *Capital Conservation Buffer, Countercyclical Buffer* dan *Capital Surcharge* untuk *Domestic Systematically Important Banks*.

Berdasarkan penilaian yang dilakukan secara internal (*self assessment*), profil risiko Bank pada tanggal 31 Desember 2021 dan 31 Desember 2020, adalah peringkat 2 (dua). Atas dasar ini, KPMM minimum ditetapkan sebesar 9% sampai dengan kurang dari 10%.

Minimum Capital Adequacy Requirement (KPMM) as of 31 December 2021 and 31 December 2020, calculated based on the Financial Services Authority (POJK) Regulation No. 11/POJK.03/2016 dated January 26, 2016 and amendments to POJK No. 34/OJK.03/2016 dated 22 September 2016, as well as POJK No. 21/POJK.03/2014 dated November 19, 2014 concerning Minimum Capital Adequacy Requirements for Sharia Commercial Banks, where banks are required to establish minimum additional capital according to the risk profile that functions as a buffer, namely Capital Conservation Buffer, Countercyclical Buffer and Capital Surcharge for Domestic Systematically Important Banks.

Based on an internal self-assessment, the Bank's risk profile as of December 31, 2021 and December 31, 2020, is ranked 2 (two). On this basis, the minimum CAR is set at 9% to less than 10%.

Rincian Struktur Modal

Sesuai dengan peraturan Otoritas Jasa Keuangan (OJK), Struktur permodalan Aladin Bank terdiri dari Modal Inti (*Tier* 1) dan Modal Pelengkap (*Tier* 2). Struktur permodalan Bank dan rasio kewajiban penyediaan modal Bank dengan memperhatikan risiko kredit, risiko operasional dan risiko pasar, pada tanggal 31 Desember 2021 dan 31 Desember 2020, adalah sebagai berikut.

Capital Structure Details

In accordance with the regulations of the Financial Services Authority (OJK), Aladin Bank's capital structure consists of Core Capital (Tier 1) and Supplementary Capital (Tier 2). The Bank's capital structure and the Bank's capital adequacy ratio, taking into account credit risk, operational risk and market risk, as of December 31, 2021 and December 31, 2020, are as follows.

Struktur Permodalan Bank 2020-2021
Bank Capital Structure 2020-2021

Uraian Description	**2021 (Rp-juta)** (Rp-million)	**2020 (Rp-juta)** (Rp-million)	**Kenaikan (Penurunan)** Increase (Deacrease)	
			Nominal (Rp-juta) Nominal (Rp-million)	**Persentase** Percentage **(%)**
Modal Inti (Tier 1) Core Capital (Tier 1)				
Modal Inti Utama (CET 1) Common Equity Tier 1	1.324.135	640.500	683.635	106,73%
Modal Inti Tambahan (AT-1) Additional Tier 1	294.394	-	294.394	100,00%
Total Modal Inti Total Core Capital	1.038.916	640.500	398.416	62,20%
Modal Pelengkap (Tier 2) Supplementary Capital (Tier 2)	2.194	20	2.174	10.870,00%
Total Modal Total Capital	1.041.110	640.520	400.590	62,54%
Aset Tertimbang Menurut Risiko (ATMR) Risk Weighted Assets (RWA)				
ATMR untuk Risiko Kredit RWA for Credit Risk	175.555	56.317	119.238	211,73%
Sisa Cadangan Umum PPA atas Aset Produktif Remaining PPA General Reserves on Earning Assets	898	-	898	100,00%
ATMR untuk Risiko Pasar RWA for Market Risk	2.203	4.797	(2.594)	-54,08%
ATMR untuk Risiko Operasional RWA for Operational Risk	89.746	133.521	(43.775)	-32,79%
Total ATMR Total RWA	266.606	194.635	71.971	36,98%

Rasio Kewajiban Penyediaan Modal Bank 2020-2021
Bank Capital Adequacy Ratio 2020-2021

Uraian Description	2021	2020
Rasio CAR CAR Ratio		
Rasio CET 1 CET Ratio 1	389,68%	329,08%
Rasio Tier 1 Tier 1 Ratio	389,68%	329,08%
Rasio Tier 2 Tier 2 Ratio	0,82%	0,01%
Rasio Total Total Ratio	390,50%	329,09%
Rasio Minimum Tier 1 Tier 1 Minimum Ratio	6,00%	6,00%
Rasio Minimum CET 1 Minimum CET Ratio 1	4,50%	4,50%
CAR Minimum Berdasarkan Profil Risiko Minimum CAR Based on Risk Profile	9,00% -10,00%	9,00% -10,00%

Pada tanggal 31 Desember 2021 dan 31 Desember 2020, Bank telah memenuhi rasio sesuai yang disyaratkan oleh Bank Indonesia (BI) untuk rasio kecukupan modal. Selain itu, pada tanggal 31 Desember 2021 dan 31 Desember 2020, juga tidak terdapat pelampauan Batas Maksimum Penyaluran Dana (BMPD) oleh Bank.

As of December 31, 2021 and December 31, 2020, the Bank has complied with the ratio required by Bank Indonesia (BI) for the capital adequacy ratio. In addition, as of December 31, 2021 and December 31, 2020, there was also no exceedance of the Maximum Fund Distribution Limit (BMPD) by the Bank.

Adapun rincian struktur modal Bank untuk tanggal 31 Desember 2021 dan 31 Desember 2020, adalah sebagai berikut.

The details of the Bank's capital structure for December 31, 2021 and December 31, 2020, are as follows.

Struktur Modal Bank 2020-2021
The Bank's Capital Structure 2020-2021

Uraian Description	2021 (Rp-juta) (Rp-million)	Komposisi Composition (%)	2020 (Rp-juta) (Rp-million)	Komposisi Composition (%)	Kenaikan (Penurunan) Increase (Deacrease)	
					Nominal (Rp-juta) Nominal (Rp-million)	Persentase Percentage (%)
Liabilitas, Dana *Syirkah* Temporer, dan Ekuitas Liabilities, Temporary Syirkah Funds, and Equity	2.173.162	100,00%	721.397	100,00%	1.451.765	201,24%
Liabilitas Liability	88.651	4,08%	39.961	5,54%	48.690	121,84%
Dana *Syirkah* Temporer Temporary Syirkah Fund	1.038.184	47,77%	40.162	5,57%	998.022	2.484,99%
Ekuitas Equity	1.046.327	48,15%	641.274	88,89%	405.053	63,16%

Praktik Manajemen Risiko

Penerapan Manajemen Risiko

Aladin Bank menerapkan fungsi manajemen risiko secara independen sesuai dengan standar yang merujuk pada ketentuan Bank Indonesia (BI) serta *best practices* yang diterapkan oleh perbankan berlandaskan prinsip syariah. Misi Bank dalam manajemen risiko adalah mempersiapkan kerangka dan metodologi yang sesuai untuk pengelolaan risiko secara efektif. Tujuan pengelolaan risiko mencakup

Risk Management Practice

Application of Risk Management

Aladin Bank implements the risk management function independently in accordance with standards that refer to the provisions of Bank Indonesia (BI) as well as best practices applied by banks based on sharia principles. The Bank's mission in risk management is to prepare appropriate frameworks and methodologies for effective risk management. The objectives of risk

pengembangan pendekatan dan metodologi baku dalam mengelola risiko Bank, mempertegas struktur fungsional termasuk tujuan, peran dan tanggung jawab, serta menumbuhkan budaya sadar akan risiko di Bank secara keseluruhan.

Penerapan manajemen risiko mencakup pengawasan aktif Dewan Komisaris dan Direksi. Untuk melaksanakan fungsi pengelolaan risiko, Bank telah membentuk Unit Manajemen Risiko untuk memonitor risiko di Bank secara keseluruhan, terpisah dari Risk Taking Unit dan Audit Internal.

Dalam melakukan kegiatan usaha, Bank melakukan pengelolaan risiko untuk 10 (sepuluh) jenis risiko sesuai ketentuan Peraturan Otoritas Jasa Keuangan (POJK) No. 65/POJK.03/2016 tanggal 23 Desember 2016 tentang Penerapan Manajemen Risiko bagi Bank Umum Syariah dan Unit Usaha Syariah yaitu risiko kredit, risiko pasar, risiko likuiditas, risiko operasional, risiko hukum, risiko reputasi, risiko strategi, risiko kepatuhan, risiko imbal hasil, dan risiko investasi yang telah dituangkan dalam Kebijakan Umum Manajemen Risiko (KUMR).

Pengungkapan *Eksposure* Risiko

Risiko Kredit

Merupakan risiko kegagalan nasabah dan/atau pihak lain dalam memenuhi kewajiban kepada Bank sesuai dengan perjanjian yang disepakati, termasuk risiko kredit akibat kegagalan debitur, Risiko Konsentrasi Kredit, *Counterparty Credit Risk* dan *Settlemet Risk*. Perseroan melakukan berbagai langkah mitigasi risiko kredit/pembiayaan dengan menggunakan sejumlah teknik seperti penerapan agunan dan penjaminan atau asuransi pembiayaan untuk mengurangi dampak risiko.

Beberapa langkah umum yang dijalankan untuk mengelola dan memitigasi risiko ini, adalah:

1. Bank telah menetapkan dan menerapkan tata kelola, kerangka, proses dan pengendalian manajemen risiko kredit;
2. Bank telah memiliki dan menerapkan Kebijakan dan Prosedur Kredit, *Risk Appetite Statement, Risk Acceptance Criteria*, dan Komite Kredit secara konsisten;
3. Memiliki standar prosedur yang terdokumentasi dengan baik dan infrastruktur terkait dengan proses pembiayaan, yaitu antara lain prosedur pembiayaan yang memadai dan memiliki Tim *Collection* dengan sistem yang mendukung.

Risiko Pasar

Merupakan risiko pada posisi neraca dan rekening administratif akibat perubahan harga pasar, antara lain Risiko berupa perubahan nilai dari aset yang dapat diperdagangkan atau disewakan. Risiko ini timbul akibat adanya perubahan nilai aset yang dapat diperdagangkan

management include developing standard approaches and methodologies in managing the Bank's risk, reinforcing the functional structure including objectives, roles and responsibilities, as well as fostering a risk-aware culture in the Bank as a whole.

The implementation of risk management includes active supervision of the Board of Commissioners and the Board of Directors. To carry out the risk management function, the Bank has established a Risk Management Unit to monitor risk in the Bank as a whole, separate from the Risk Taking Unit and Internal Audit.
In conducting business activities, the Bank carries out risk management for 10 (ten) types of risk in accordance with the provisions of the Financial Services Authority Regulation (POJK) No. 65/POJK.03/2016 dated 23 December 2016 concerning the Implementation of Risk Management for Islamic Commercial Banks and Sharia Business Units, namely credit risk, market risk, liquidity risk, operational risk, legal risk, reputation risk, strategic risk, compliance risk, return risk returns, and investment risks as outlined in the General Risk Management Policy (KUMR).

Risk Exposure Disclosure

Credit Risk

It is the risk of failure of customers and/or other parties to fulfill their obligations to the Bank in accordance with the agreed agreement, including credit risk due to debtor failure, Credit Concentration Risk, Counterparty Credit Risk and Settlemet Risk. The Company undertakes various credit/financing risk mitigation measures by using a number of techniques such as the application of collateral and guarantees or financing insurance to reduce the impact of risk.

Some of the general steps taken to manage and mitigate this risk are:

1. The Bank has established and implemented credit risk management governance, framework, processes and controls;
2. The Bank has consistently implemented and implemented Credit Policies and Procedures, Risk Appetite Statement, Risk Acceptance Criteria, and Credit Committee;
3. Have well-documented standard procedures and infrastructure related to the financing process, which include adequate financing procedures and having a Collection Team with a supportive system.

Market Risk

Represents the risk in balance sheet and off-balance sheet positions due to changes in market prices, including risk in the form of changes in the value of assets that can be traded or leased. This risk arises due to changes in the value of assets that can be traded or leased. Market

atau disewakan. Risiko pasar terdiri dari tiga jenis risiko: risiko nilai tukar, risiko komoditas dan ekuitas.

Langkah mitigasi yang dijalankan meliputi:
1. Strategi pengelolaan aset dan liabilitas bank melalui mekanisme ALCO antara lain yaitu *asset & liabilities management*;
2. Monitoring dan pengukuran secara berkala terhadap kecenderungan perubahan harga pasar, kemungkinan terjadinya tekanan pasar serta limitasi risiko pasar;
3. Melakukan pengawasan terhadap perkembangan tingkat margin di pasar dan menganalisa pengaruhnya terhadap kinerja Bank;
4. Bank telah memiliki dan menerapkan Prosedur Risiko Pasar dan *Risk Appetite Statement*.

Risiko Likuiditas

Risiko likuiditas adalah risiko akibat ketidakmampuan Bank untuk memenuhi kewajiban yang jatuh tempo dari sumber pendanaan arus kas dan/atau dari aset likuid berkualitas tinggi yang dapat diagunkan, tanpa mengganggu aktivitas dan kondisi keuangan bank. Risiko ini dapat terjadi akibat pertumbuhan pembiayaan bank yang lebih besar dibandingkan dengan pertumbuhan dana pihak ketiga.
Tindakan yang diambil oleh Perseroan untuk meminimalkan risiko likuiditas diantaranya sebagai berikut:
1. Melakukan pengukuran profil risiko likuiditas yang menggambarkan posisi dan kecenderungan risiko likuiditas Bank secara berkesinambungan, sehingga menjadi indikator peringatan dini, jika Bank mulai mengalami permasalahan likuiditas;
2. Melakukan review terhadap kebijakan dan prosedur operasi standar yang terkait dengan pengelolaan risiko likuiditas;
3. Mengatur dan menjaga likuiditas Bank secara keseluruhan dan sesuai ketentuan Regulator dalam hal pemenuhan Giro Wajib Minimum (GWM), RIM (Rasio Intermediasi Makroprudensial) dan Penyangga Likuiditas Makroprudensial (PLM).
4. Memelihara akses Bank ke pasar uang melalui penempatan dan pinjaman antar bank;
5. Bank telah memiliki dan menerapkan *Risk Appetite Statement*, Prosedur Risiko Likuiditas dan *Contigency Funding Plan*.

Risiko Operasional

Merupakan 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 diseluruh unit kerja melalui pemisahan tugas dan tanggung jawab, mekanisme dual control dalam pelaksanaan fungsi transaksi, deviasi/otorisasi,

risk consists of three types of risk: exchange rate risk, commodity risk and equity risk.

Mitigation measures implemented include:
1. The strategy for managing bank assets and liabilities through the ALCO mechanism includes, among others, asset & liability management;
2. Regular monitoring and measurement of trends in market price changes, the possibility of market pressures and market risk limitations;
3. Supervise the development of margin levels in the market and analyze their impact on the Bank's performance;
4. The Bank has and implemented Market Risk Procedures and Risk Appetite Statements.

Liquidity Risk

Liquidity risk is the risk due to the Bank's inability to meet maturing obligations from cash flow funding sources and/or from high quality liquid assets that can be pledged as collateral, without disrupting the activities and financial condition of the bank. This risk can occur due to the growth of bank financing that is greater than the growth of third party funds.
Actions taken by the Company to minimize liquidity risk include the following:
1. To measure the liquidity risk profile that describes the position and trend of the Bank's liquidity risk on an ongoing basis, so that it becomes an early warning indicator, if the Bank begins to experience liquidity problems;
2. Reviewing policies and standard operating procedures related to liquidity risk management;
3. Regulate and maintain the Bank's liquidity as a whole and in accordance with the provisions of the Regulator in terms of fulfilling the Statutory Reserves (GWM), RIM (Macroprudential Intermediation Ratio) and Macroprudential Liquidity Buffer (PLM).
4. Maintaining the Bank's access to the money market through interbank placements and loans;
5. The Bank has and implemented a Risk Appetite Statement, Liquidity Risk Procedure and Contingency Funding Plan.

Operational Risk

Is the risk of loss caused by inadequate internal processes, failure of internal processes, human error, system failure and/or external events that affect the Bank's operations.

Operational risk is the main risk managed by the Bank in the form of internal control development. One of the efforts made is to increase control in all work units through segregation of duties and responsibilities, dual control mechanism in the implementation of transaction functions, deviation/authorization, limitation of access

pembatasan otoritas sistem akses, peningkatan kompetensi karyawan termasuk pemenuhan kecukupan sumber daya manusia (SDM) dan pelaksanaan audit internal.

Langkah-langkah mitigasi yang dilakukan Perseroan untuk mengelola risiko ini adalah:
1. Melakukan analisa risiko operasional untuk produk baru yang diusulkan dan atau kegiatan yang akan diluncurkan oleh Bank;
2. 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*;
3. Melakukan *review* terhadap ketentuan baik itu kebijakan maupun prosedur yang berkaitan dengan pengelolaan risiko operasional.
4. Bank telah memiliki dan menerapkan *Risk Appetite Statement*, Prosedur Anti *Fraud* Prosedur Risiko Operasional (*Risk Control Self Assessment* - RCSA & *Key Risk Indicator* - KRI) dan *Business Continuity Plan*.

system authority, improvement of employee competence including the fulfillment of human resources (HR) adequacy and audit implementation. internally.

Mitigation steps taken by the Company to manage this risk are:
1. Conduct operational risk analysis for new products proposed and or activities to be launched by the Bank;
2. Develop risk management policies including procedures for information technology including data communication networks and software standardization, access system management, development of electronic banking services in terms of accessibility security and Disaster Recovery Plan;
3. Reviewing the provisions of both policies and procedures related to operational risk management.
4. The Bank has had and implemented a Risk Appetite Statement, Anti-Fraud Procedure Operational Risk Procedure (Risk Control Self Assessment - RCSA & Key Risk Indicator - KRI) and a Business Continuity Plan.

Risiko Hukum

Risiko akibat tuntutan hukum dan/atau kelemahan aspek yuridis, antara lain dapat disebabkan karena kurangnya pendukung hukum atau kelemahan dari kontrak. Selain itu, Bank juga harus mengikuti seluruh aturan dan ditetapkan oleh Bank Indonesia dan OJK. Kegagalan untuk mematuhi hukum dan peraturan yang berlaku dapat menimbulkan klaim litigasi terhadap Bank.

Mitigasi yang dijalankan untuk mengelola risiko ini, adalah:
1. Bank telah memiliki dan menerapkan Kebijakan Hukum dan *Risk Appetite Statement* untuk risiko hukum;
2. Memeriksa segala perjanjian yang akan dibuat antara Bank dengan pihak ketiga dan meminta *review* dari unit kerja lain yang terkait;
3. Melakukan analisa hukum atas produk dan/atau aktivitas baru.

Legal Risk

Risks due to lawsuits and/or weaknesses in the juridical aspect, among others, can be caused by lack of legal support or weakness of the contract. In addition, Banks must also follow all the rules and are stipulated by Bank Indonesia and OJK. Failure to comply with applicable laws and regulations may result in litigation claims against the Bank.

The mitigations implemented to manage this risk are:
1. The Bank has and has implemented a Legal Policy and Risk Appetite Statement for legal risks;
2. Examine all agreements that will be made between the Bank and third parties and request a review from other related work units;
3. Conducting legal analysis of new products and/or activities.

Risiko Kepatuhan

Risiko yang timbul dari kegagalan Bank dalam memenuhi dan/atau menerapkan hukum yang berlaku dan peraturan untuk bank syariah. Sebagai lembaga perbankan syariah, Perseroan wajib untuk selalu mematuhi peraturan perbankan yang dikeluarkan oleh Pemerintah, Bank Indonesia, Otoritas Jasa Keuangan dan Dewan Syariah Nasional.

Untuk memitigasi risiko ini, Perseroan menjalankan beberapa inisiatif, yakni:
1. Melakukan identifikasi dan pengelolaan risiko kepatuhan sejak awal dengan memberikan masukan/ *review* kepada unit bisnis serta unit operasional dalam hal pengembangan produk dan/atau aktivitas baru;

Compliance Risk

Risks arising from the Bank's failure to comply with and/or apply applicable laws and regulations for Islamic banks. As a sharia banking institution, the Company is obliged to always comply with banking regulations issued by the Government, Bank Indonesia, the Financial Services Authority and the National Sharia Council.

To mitigate this risk, the Company carries out several initiatives, namely:
1. Identify and manage compliance risk from the outset by providing input/review to business units and operational units in terms of developing new products and/or activities;

2. Melakukan *review* terhadap kebijakan pedoman dan prosedur internal yang dimiliki dalam rangka memastikan bahwa seluruh peraturan eksternal telah disediakan akomodasi sedemikian rupa dan dipatuhi dalam pelaksanaannya;
3. Melakukan sosialisasi terkait peraturan yang berlaku kepada unit kerja terkait sehingga setiap unit kerja dapat melaksanakan tugas dan tanggung jawab sesuai dengan peraturan berlaku;
4. Menjadi *Liasion* Dewan Pengawas Syariah guna memastikan kepatuhan operasi Bank dengan prinsip syariah.

Risiko Stratejik

Risiko ini merupakan risiko akibat ketidaktepatan dalam pengambilan dan/atau pelaksanaan suatu keputusan strategik serta kegagalan dalam mengantisipasi perubahan lingkungan bisnis. Risiko ini timbul antara lain karena bank menetapkan strategi yang kurang sejalan dengan visi dan misi bank, melakukan analisis lingkungan strategik yang tidak komprehensif dan/atau terdapat ketidaksesuaian rencana strategik antar level strategik.

Risiko Strategik juga timbul karena kegagalan dalam mengantisipasi perubahan lingkungan bisnis mencakup kegagalan dalam mengantisipasi perubahan teknologi, perubahan kondisi ekonomi makro, dinamika kompetisi di pasar dan perubahan kebijakan otoritas terkait.

Adapun mitigasi atau pengelolaan risiko stratejik yang dijalankan oleh Perseroan, mencakup:

1. Melakukan identifikasi dan kuantifikasi risiko strategis sejak awal penyusunan rencana bisnis bank dengan berpedoman pada visi, misi, strategi serta kemampuan Perseroan;
2. Mengelola risiko stratejik melalui proses pertimbangan dan pengambilan keputusan secara kolektif dan komprehensif di lingkungan Komite Manajemen Risiko, untuk selanjutnya disampaikan ke Direksi;
3. Melakukan kaji ulang secara berkala terhadap strategi dan rencana bisnis bank untuk memastikan apakah masih relevan dengan situasi dan kondisi terkini serta melakukan penilaian terhadap tingkat keberhasilan pencapaian rencana bisnis bank.

Risiko Reputasi

Risiko akibat menurunnya tingkat kepercayaan pemangku kepentingan yang bersumber dari persepsi negatif terhadap bank. Risiko ini timbul antara lain karena adanya pemberitaan media dan/atau rumor mengenai bank yang bersifat negatif serta adanya strategi komunikasi bank yang kurang efektif.

Mitigasi dan pengelolaan risiko yang dijalankan Perseroan, mencakup:

1. Melakukan pengawasan terhadap pemberitaan media untuk memantau publikasi negatif atau keluhan nasabah yang muncul di media;

2. Conduct a review of the policies, guidelines and internal procedures that are owned in order to ensure that all external regulations have been provided with accommodation in such a way and are complied with in their implementation;
3. Conducting socialization related to applicable regulations to the relevant work units so that each work unit can carry out its duties and responsibilities in accordance with applicable regulations;
4. Become a Liasion of the Sharia Supervisory Board to ensure compliance with the Bank's operations with sharia principles.

Strategic Risk

This risk is a risk due to inaccuracy in making and/or implementing a strategic decision and failure to anticipate changes in the business environment. This risk arises, among others, because the bank sets a strategy that is not in line with the bank's vision and mission, conducts an incomprehensive strategic environmental analysis and/or there is a strategic plan discrepancy between strategic levels.

Strategic risk also arises due to failure to anticipate changes in the business environment, including failure to anticipate changes in technology, changes in macroeconomic conditions, dynamics of competition in the market and changes in policies of the relevant authorities.

The strategic risk mitigation or management carried out by the Company includes:

1. Identify and quantify strategic risk since the beginning of the preparation of the bank's business plan based on the vision, mission, strategy and capabilities of the Company;
2. Managing strategic risk through a collective and comprehensive consideration and decision-making process within the Risk Management Committee, to be further submitted to the Board of Directors;
3. Conduct regular reviews of the bank's strategy and business plan to ensure whether it is still relevant to the current situation and conditions as well as assessing the success rate of achieving the bank's business plan.

Reputational Risk

The risk due to the declining level of stakeholder trust stems from negative perceptions of the bank. This risk arises, among others, due to negative media coverage and/or rumors about the bank as well as an ineffective bank communication strategy.

Mitigation and risk management carried out by the Company, includes:

1. Supervise media coverage to monitor negative publications or customer complaints that appear in the media;

2. Membuat klarifikasi dan tanggapan sesuai dengan langkah terbaik yang ditempuh Perseroan apabila terdapat pemberitaan negatif dan keluhan nasabah yang muncul di media;
3. Melakukan analisis risiko reputasi yang mungkin timbul, serta strategi untuk mengantisipasi risiko saat meluncurkan produk/layanan/program baru Bank.

2. Make clarifications and responses in accordance with the best steps taken by the Company if there is negative news and customer complaints that appear in the media;
3. 3Conducting reputation risk analysis that may arise, as well as strategies to anticipate risks when launching the Bank's new products/services/programs.

Risiko Imbal Hasil

Merupakan risiko akibat perubahan tingkat imbal hasil yang dibayarkan Bank kepada nasabah, karena terjadi perubahan tingkat imbal hasil yang diterima Bank dari penyaluran dana.

Mitigasi dan pengelolaan risiko Imbal Hasil yang dilakukan Perseroan, mencakup:
1. Monitoring dan pengukuran melalui rapat ALCO terhadap kebijakan *pricing* secara berkala atau sesuai kebutuhan apabila terjadi tekanan pasar yang dapat meningkatkan risiko bank;
2. Kecukupan penetapan limit dan proses kaji ulang yang memadai terhadap portofolio DPK dan pembiayaan dengan akad berbasis bagi hasil serta sensitivitas terhadap perubahan pricing di pasar;
3. Estimasi secara berkala terhadap potensi kerugian ekonomis Bank pada kondisi pasar yang tidak normal guna melihat sensitivitas kinerja Bank terhadap perubahan suku bunga *benchmark* dan nisbah di pasar.
4. Bank telah memiliki dan menerapkan standar prosedur risiko imbal hasil.

Return Risk

Is a 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.

Mitigation and risk management of Returns carried out by the Company, includes:
1. Monitoring and measuring through ALCO meetings on pricing policies on a regular basis or as needed in the event of market pressures that can increase bank risk;
2. The adequacy of limit setting and adequate review process of the TPF portfolio and financing with profit-sharing based contracts as well as sensitivity to changes in pricing in the market;
3. Periodic estimation of the Bank's potential economic losses in abnormal market conditions in order to see the sensitivity of the Bank's performance to changes in benchmark interest rates and market ratios.
4. The Bank has and has implemented standard return risk procedures.

Risiko Investasi

Risiko akibat Bank ikut menanggung kerugian usaha nasabah yang dibiayai dalam pembiayaan berbasis bagi hasil baik yang menggunakan metode *net revenue sharing* maupun yang menggunakan metode *profit and loss sharing*.

Beberapa langkah mitigasi dan pengelolaan yang dilakukan, mencakup:
1. Identifikasi atas risiko aktivitas investasi dengan akad berbasis bagi hasil terhadap portofolio yang sudah ada atau potensi risiko yang mungkin timbul, guna memudahkan dalam menyusun dan mengimplementasikan kebijakan investasi dengan akad berbasis bagi hasil yang jelas dan hati-hati, sehingga risiko tersebut dapat dikelola dan dikendalikan secara efektif;
2. Mengimplementasikan proses persetujuan investasi dengan akad berbasis bagi hasil yang efektif antara lain dengan menetapkan batas kewenangan (limit) dan mekanisme pengambilan keputusan investasi dengan akad berbasis bagi hasil;
3. Monitoring terhadap konsentrasi penyaluran dana dengan akad berbasis bagi hasil sehingga sesuai dengan *risk appetite* Bank;

Investment Risk

The risk due to the Bank taking part in bearing the customer's business losses which are financed in profit-sharing-based financing, either using the net revenue sharing method or using the profit and loss sharing method.

Several mitigation and management measures were carried out, including:
1. Identification of the risks of investment activities with profit-sharing-based contracts against existing portfolios or potential risks that may arise, in order to facilitate the preparation and implementation of investment policies with clear and prudent profit-sharing-based contracts, so that these risks can be managed and controlled effectively. effective;
2. Implementing an investment approval process with an effective profit-sharing based contract, among others by setting limits and an investment decision-making mechanism with a profit-sharing based contract;
3. Monitoring the concentration of fund distribution with profit-sharing based contracts so that it is in line with the Bank's risk appetite;

IKATAN YANG MATERIAL UNTUK INVESTASI BARANG MODAL

Berdasarkan Peraturan Otoritas Jasa Keuangan (POJK) No. 17/POJK.04/2020 tentang Transaksi Material dan Perubahan Kegiatan Usaha, Pasal 3 ayat (1) menyebutkan bahwa suatu transaksi dikategorikan sebagai transaksi material apabila nilai transaksi sama dengan 20% atau lebih dari ekuitas Perusahaan Terbuka.

Per 31 Desember 2021, tidak terdapat ikatan material untuk investasi barang modal sehingga Aladin Bank tidak menyajikan informasi mengenai nama pihak yang melakukan ikatan, tujuan ikatan, sumber dana yang diharapkan untuk memenuhi ikatan, mata uang yang menjadi denominasi dan langkah-langkah yang direncanakan Bank untuk melindungi risiko dari posisi mata uang asing.

MATERIAL BONDS FOR CAPITAL GOODS INVESTMENT

Based on the Regulation of the Financial Services Authority (POJK) No. 17/POJK.04/2020 concerning Material Transactions and Changes in Business Activities, Article 3 paragraph (1) states that a transaction is categorized as a material transaction if the transaction value is equal to 20% or more of the equity of the Public Company.

As of December 31, 2021, there is no material commitment for capital goods investment, so Aladin Bank does not provide information regarding the name of the party making the bond, the purpose of the bond, the source of funds expected to fulfill the commitment, the currency to be denominated and the steps planned by the Bank to fulfill the commitment. protect the risk of foreign currency positions.

INVESTASI BARANG MODAL

Kebijakan Investasi Barang Modal

Investasi berupa Barang Modal (*Capital Expenditure*/CAPEX) merupakan aktivitas pengeluaran dana yang dikeluarkan Bank untuk melakukan pembelian, perawatan, serta perbaikan terhadap aset tetap dan/atau aset jangka panjang, sehingga bisa memberikan nilai tambah di kemudian hari.

Pada tahun 2021, Aladin Bank telah mengalokasikan dana sebesar Rp11,72 miliar untuk investasi barang modal, mengalami penurunan 7,24% atau Rp914 juta dibanding tahun 2020 yang sebesar Rp12,63 miliar.

Jenis, Tujuan dan Nilai Investasi Barang Modal

Realisasi investasi barang modal yang dilakukan Aladin Bank sepanjang tahun 2021 adalah sebagai berikut.

CAPITAL GOODS INVESTMENT

Capital Goods Investment Policy

Investment in the form of Capital Goods (Capital Expenditure/CAPEX) is an activity of disbursing funds issued by the Bank to purchase, maintain, and repair fixed assets and/or long-term assets, so that they can provide added value in the future.

In 2021, Aladin Bank has allocated funds of IDR 11.72 billion for capital goods investment, a decrease of 7.24% or IDR 914 million compared to 2020 which was IDR 12.63 billion.

Type, Purpose and Value of Capital Goods Investment

The realization of capital goods investment made by Aladin Bank throughout 2021 is as follows.

Jenis Investasi Barang Modal Types of Capital Goods Investment	**Tujuan** Objective	**Nilai (Rp-juta)** Mark (Rp-million)
Renovasi bangunan yang disewa Rent building renovation	Menunjang kinerja Bank Supporting the Bank's performance	3.702
Peralatan kantor Office equipment		3.442
Kendaraan Vehicle		25
Komputer Computer		4.549
Jumlah Amount		11.718

INFORMASI DAN FAKTA MATERIAL YANG TERJADI SETELAH TANGGAL LAPORAN AKUNTAN

Berikut disampaikan informasi dan fakta material yang terjadi antara akhir periode pelaporan 31 Desember 2021 hingga tanggal laporan akuntan tanggal 18 Maret 2022.

1. Kerjasama Bank dengan Badan Pengelola Keuangan Haji (BPKH)
   Pada tanggal 11 Oktober 2021, Bank menyampaikan keterbukaan informasi terkait penandatanganan Nota Kesepahaman antara PT Aladin Bank Syariah Tbk dengan Badan Pengelola Keuangan Haji (BPKH) untuk mendorong digitalisasi dalam rangka meningkatkan pelayanan jemaah Haji.
2. Kerjasama Bank dengan PT Sumber Alfaria Trijaya Tbk. dan Bank dengan PT Media Dokter Investama
   Pada tanggal 7 Juli 2021, Bank menyampaikan keterbukaan informasi terkait Kerja Sama antara PT Aladin Bank Syariah Tbk dengan PT Sumber Alfaria Trijaya Tbk. dan Kerja Sama antara PT Aladin Bank Syariah Tbk. dengan PT Media Dokter Investama untuk melebarkan inklusi keuangan.
3. Informasi Waran
   Bersamaan dengan proses pencatatan saham di bursa (IPO), Perseroan pun juga menerbitkan Waran Seri I sebanyak 2.800.000.000 lembar atau setara 34,17% dari modal ditempatkan, dengan harga pelaksanaan Rp110 per saham. Sampai dengan tanggal 11 Oktober 2021, jumlah waran yang telah diekskusi adalah sejumlah 48.049.152 lembar waran atau sebesar Rp5.285 sedangkan sisa waran yang belum dieksekusi adalah sejumlah 2.751.950.848.
4. Perubahan Nama Pemegang Saham Pengendali
   Pada tanggal 24 September 2021, Bank menyampaikan keterbukaan informasi kepada publik terkait perubahan nama Pemegang Saham Pengendali (PSP) PT Aladin Bank Syariah Tbk yang semula bernama PT NTI Global Indonesia menjadi PT Aladin Global Ventures.
5. Pengangkatan Komisaris Independen
   Berdasarkan Rapat Umum Pemegang Saham Tahunan pada tanggal 29 Juli 2021, pemegang saham mengangkat Rudy Hamdani sebagai Komisaris Independen yang akan berlaku efektif setelah dinyatakan lulus *fit and proper test* dan telah memperoleh surat persetujuan dari Otoritas Jasa Keuangan.
6. Perubahan Komite Audit
   Berdasarkan Surat Keputusan No. SK.002.BOD/03.2022 tanggal 9 Maret 2022, Bank menetapkan susunan dan pengangkatan anggota Komite Audit sebagai berikut:

   Ketua : Fransisca Ekawati
   Anggota : Diana Jaffar
   Andreas Danny Soesanto
   Rudy Hamdani

MATERIAL INFORMATION AND FACTS OCCURRING AFTER THE ACCOUNTANT'S REPORT DATE

The following provides information and material facts that occurred between the end of the reporting period December 31, 2021 until the date of the accountant's report on March 18, 2022.

1. Bank Cooperation with Hajj Financial Management Agency (BPKH)
   On October 11, 2021, the Bank delivered information disclosure regarding the signing of a Memorandum of Understanding between PT Aladin Bank Syariah Tbk and the Hajj Financial Management Agency (BPKH) to encourage digitalization in order to improve services for Hajj pilgrims.
2. The Bank's collaboration with PT Sumber Alfaria Trijaya Tbk. and Banks with PT Media Dokter Investama
   On July 7, 2021, the Bank submitted information disclosure regarding the Cooperation between PT Aladin Bank Syariah Tbk and PT Sumber Alfaria Trijaya Tbk. and Cooperation between PT Aladin Bank Syariah Tbk. with PT Media Dokter Investama to widen financial inclusion.
3. Warrant Information
   Along with the process of listing shares on the stock exchange (IPO), the Company also issued 2,800,000,000 Series I Warrants or equivalent to 34.17% of the issued capital, with an exercise price of Rp110 per share. As of October 11, 2021, the total number of warrants that have been exercised is 48,049,152 warrants or Rp5,285, while the remaining warrants that have not been exercised are 2,751,950,848.
4. Change of Name of Controlling Shareholder
   On September 24, 2021, the Bank submitted information disclosure to the public regarding the change in the name of the Controlling Shareholder (PSP) of PT Aladin Bank Syariah Tbk which was originally named PT NTI Global Indonesia to become PT Aladin Global Ventures.
5. Appointment of Independent Commissioner
   Based on the Annual General Meeting of Shareholders on July 29, 2021, the shareholders appointed Rudy Hamdani as an Independent Commissioner which will be effective after being declared to have passed the fit and proper test and has obtained an approval letter from the Financial Services Authority.
6. Audit Committee Changes
   Based on Decree No. SK.002.BOD/03.2022 dated March 9, 2022, the Bank determined the composition and appointment of members of the Audit Committee as follows:
   Chairperson : Fransisca Ekawati
   Member : Diana Jaffar
   Andreas Danny Soesanto
   Rudy Hamdani

PERBANDINGAN ANTARA TARGET DAN REALISASI SERTA PROYEKSI SATU TAHUN KE DEPAN

Tabel Perbandingan antara Rencana Bisnis Bank dan Realisasi Tahun 2021 serta Proyeksi Tahun 2022

COMPARISON BETWEEN TARGET AND REALIZATION AND PROJECTION FOR ONE YEAR AHEAD

Comparison Table between the Bank's Business Plan and 2021 Realization and 2022 Projections

Uraian Description	**Realisasi 2021 (Rp-juta)** 2021 Realization (Rp-million)	**Target 2021 (Rp-juta)** 2021 targets (Rp-million)	**Pencapaian Realisasi Terhadap Target 2021 (%)** Achievement of Realization Against the 2021 Target (%)	**Proyeksi 2022 (Rp-juta)** 2022 projection (Rp-million)	**Proyeksi 2022 Terhadap Realisasi 2021 (%)** 2022 Projection Against 2021 Realization (%)	**Proyeksi 2022 Terhadap Target 2021 (%)** 2022 Projection Against 2021 Target (%)
Pendapatan Pengelolaan Dana oleh Bank sebagai *Mudharib* Fund Management Income by Bank as Mudharib	36.111	50.870	70,99%	175.897	487,10%	245,78%
Laba (Rugi) Bersih Tahun Berjalan Net Profit (Loss) for the Year	(121.275)	(118.781)	97,94%	(296.252)	-244,28%	-249,41%
Aset Asset	2.173.162	2.460.619	88,32%%	5.056.360	233,67%	205,49%
Dana Pihak Ketiga Third-party funds	1.038.184	200.589	517,57%	664.532	64,01%	331,29%
Pembiayaan Financing	-	100.294	N/A	1.459.400	N/A	1.455,12%
Jumlah Dividen yang Dibagikan Amount of Dividend Distributed	-	-	-	-	-	-

Secara keseluruhan, pencapaian realisasi kinerja Aladin Bank di 2021 mendekati target yang telah ditetapkan pada Rencana Bisnis Bank (RBB). Belum terpenuhinya target kinerja di tahun 2021 diantaranya disebabkan oleh belum terealisasinya penyaluran pembiayaan yang disebabkan oleh masih dipersiapkannya keseluruhan infrastruktur pendukung serta kemitraan untuk memastikan penyaluran pembiayaan yang tepat sasaran sehingga risiko terutama dari dampak Covid-19 dapat dijaga sesuai dengan selera risiko Bank. Selain itu, masih berprosesnya penambahan modal melalui PMHEMTD menyebabkan tertundanya realisasi target penempatan dana Bank. Realisasi pertumbuhan aset, terutama pembiayaan, yang di bawah target menyebabkan realisasi pencapaian pendapatan operasional yang juga masih lebih rendah dibandingkan target. Namun demikian, dengan pengelolaan biaya yang baik, gap realisasi antara laba (rugi) bersih dengan target tidak terlalu jauh. Di sisi lain, Aladin Bank berhasil mencatatkan penghimpunan dana pihak ketiga melebihi target atau sebesar 517,57%. Penempatan dana ini terkait dengan komitmen calon investor dalam proses penguatan permodalan.

Overall, the achievement of Aladin Bank's performance realization in 2021 is close to the target set in the Bank's Business Plan (RBB). The non-fulfillment of performance targets in 2021, among others, is due to the unrealized distribution of financing caused by the preparation of all supporting infrastructure and partnerships to ensure the distribution of financing that is right on target so that risks, especially from the impact of Covid-19, can be maintained in accordance with the Bank's risk appetite. In addition, the ongoing process of adding capital through PMHEMTD has delayed the realization of the Bank's fund placement target. The realization of asset growth, especially financing, which was below the target resulted in the realization of operating income which was also still lower than the target. However, with good cost management, the realization gap between net profit (loss) and the target is not too far away. On the other hand, Aladin Bank managed to record third party fund collection exceeding the target or by 517.57%. The placement of these funds is related to the commitment of potential investors in the process of strengthening capital.

Pada tahun 2022, Aladin Bank memproyeksikan pertumbuhan aset yang cukup signifikan. Selain dari pertumbuhan penyaluran pembiayaan khususnya segmen ritel dan UMKM, pertumbuhan ini akan didukung oleh penguatan struktur permodalan yang akan dilakukan di 2022.

In 2022, Aladin Bank projects significant asset growth. Apart from the growth in financing distribution, especially the retail and MSME segments, this growth will be supported by the strengthening of the capital structure which will be carried out in 2022.

Tinjauan Keuangan Lainnya
Other Financial Overview

KEBIJAKAN DAN PEMBAGIAN DIVIDEN

Kebijakan Dividen

Sebagaimana diatur dalam Undang-Undang No. 40 Tahun 2007 tentang Perseroan Terbatas, pembagian dividen dilakukan berdasarkan Keputusan Rapat Umum Pemegang Saham (RUPS) Tahunan. Sebelum berakhirnya tahun keuangan, dividen interim dapat dibagikan sepanjang hal tersebut diperbolehkan dalam Anggaran Dasar, tidak menyebabkan aset bersih Bank menjadi kurang dari modal ditempatkan dan disetor penuh serta cadangan wajib Bank. Pembagian dividen interim tidak boleh mengganggu kegiatan Bank. Pembagian dividen interim tersebut ditetapkan oleh Direksi setelah mendapat persetujuan dari Dewan Komisaris. Jika setelah berakhirnya tahun keuangan dimana terjadi pembagian dividen interim, Bank mengalami kerugian, maka dividen interim yang telah dibagikan tersebut harus dikembalikan oleh Pemegang Saham kepada Bank. Dewan Komisaris serta Direksi akan bertanggung jawab secara tanggung renteng untuk pengembalian dimaksud jika dividen interim tidak dikembalikan oleh Pemegang Saham.

Aladin Bank belum melakukan pembagian dividen selama 2 (dua) tahun terakhir disebabkan saat ini Banki masih dalam tahap pengembangan bisnis seiring dengan transformasi bisnis Aladin Bank yang kini beralih kepada segmen ritel dari nasabah korporasi. Selain itu, Bank masih mencatat saldo rugi pada laba ditahan sebesar Rp223,6 miliar sesuai dengan laporan keuangan per 31 Desember 2021.

Mulai tahun 2027, manajemen Aladin Bank berencana untuk membayarkan dividen kas kepada Pemegang Saham dalam jumlah sebanyak-banyaknya sebesar 10% (sepuluh persen) dari laba bersih Bank tahun buku 2026 dengan tidak mengabaikan tingkat kesehatan keuangan Bank dan tanpa mengurangi hak dari RUPS untuk menentukan lain sesuai dengan Anggaran Dasar. Kebijakan tersebut disebabkan Manajemen Bank mengestimasi bahwa Aladin Bank akan dapat memenuhi ketentuan cadangan wajib Bank sesuai dengan Undang-Undang No. 40 Tahun 2007 tentang Perseroan Terbatas pada tahun buku 2026. Dengan demikian, pembagian dividen kas sebanyak-banyaknya 10% (sepuluh persen) baru dapat dilakukan pada tahun 2027 setelah melakukan pencadangan laba bersih sesuai ketentuan yang berlaku.

Penentuan jumlah dan pembayaran dividen atas saham tersebut, akan bergantung pada rekomendasi Direksi Bank dengan mempertimbangkan beberapa faktor yang meliputi laba ditahan, kondisi keuangan, kondisi likuiditas, prospek usaha di masa depan dan kebutuhan kas.

DIVIDEND POLICY AND DISTRIBUTION

Dividend Policy

As regulated in Law no. 40 of 2007 concerning Limited Liability Companies, the distribution of dividends is based on the decision of the Annual General Meeting of Shareholders (GMS). Prior to the end of the financial year, interim dividends may be distributed as long as this is permitted in the Articles of Association, not causing the Bank's net assets to be less than the issued and fully paid-up capital and the Bank's mandatory reserves. The distribution of interim dividends must not interfere with the Bank's activities. The distribution of the interim dividend is determined by the Board of Directors after obtaining approval from the Board of Commissioners. If after the end of the financial year in which the interim dividend distribution occurs, the Bank suffers a loss, the interim dividend that has been distributed must be returned by the Shareholders to the Bank. The Board of Commissioners and the Board of Directors will be jointly and severally responsible for the return if the interim dividend is not returned by the Shareholders.

Aladin Bank has not distributed dividends for the last 2 (two) years because currently Banki is still in the business development stage in line with Aladin Bank's business transformation which is now shifting to the retail segment from corporate customers. In addition, the Bank still recorded a loss in retained earnings of Rp178.7 billion in accordance with the financial statements as of December 31, 2020.

Starting in 2027, the management of Aladin Bank plans to pay cash dividends to Shareholders in the maximum amount of 10% (ten percent) of the Bank's net profit for the 2026 financial year without neglecting the financial soundness of the Bank and without prejudice to the rights of the GMS to determine otherwise. in accordance with the Articles of Association. This policy is due to the Bank's Management estimating that Aladin Bank will be able to meet the Bank's statutory reserve requirements in accordance with Law no. 40 of 2007 concerning Limited Liability Companies in the financial year 2026. Thus, the distribution of cash dividends of a maximum of 10% (ten percent) can only be made in 2027 after making a net profit provision in accordance with applicable regulations.

The determination of the amount and payment of dividends on these shares will depend on the recommendation of the Bank's Board of Directors by considering several factors including retained earnings, financial condition, liquidity conditions, future business prospects and cash needs.

Pembagian Dividen

Dalam pembayaran dividen, Aladin Bank menerapkan kebijakan keputusan untuk membayar dividen tergantung pada laba, kondisi keuangan dan likuiditas, kepatuhan terhadap peraturan perundang-undangan dan faktor-faktor lain yang dianggap relevan oleh Direksi setelah memperoleh persetujuan RUPS.

Dividen akan dibayarkan dalam tunai. Pemegang Saham pada *recording date* akan memperoleh hak atas dividen dalam jumlah penuh dan dikenakan pajak penghasilan yang berlaku dalam ketentuan perpajakan di Indonesia. Dividen kas yang diterima oleh Pemegang Saham dari luar Indonesia akan dikenakan pajak penghasilan sesuai dengan ketentuan perpajakan di Indonesia.

Berdasarkan keputusan RUPS yang dilaksanakan di tahun 2020 maupun tahun 2021, Aladin Bank memutuskan tidak melakukan pembayaran dividen.

PROGRAM KEPEMILIKAN SAHAM OLEH KARYAWAN DAN MANAJEMEN (ESOP/MSOP)

Program kepemilikan saham bagi karyawan (*Employee Stock Option Program*/ESOP), maupun bagi manajemen (*Management Stock Option Program*/MSOP) adalah progam yang memberikan hak kepada karyawan atau manajemen atas kepemilikan saham sebuah perusahaan.

Hingga 31 Desember 2021, Aladin Bank belum memiliki program kepemilikan saham bagi karyawan (*Employee Stock Option Program*/ESOP), maupun bagi manajemen (*Management Stock Option Program*/MSOP).

REALISASI PENGGUNAAN DANA HASIL PENAWARAN UMUM

Pada tanggal 22 Januari 2021, Aladin Bank memperoleh pernyataan efektif dari Otoritas Jasa Keuangan (OJK) dengan surat No. S-8/D.04/2021 untuk melakukan penawaran umum perdana 5.000.000.000 saham dengan nilai nominal Rp100 (nilai penuh) per saham kepada masyarakat dengan harga penawaran sebesar Rp103 (nilai penuh) per saham. Pada tanggal 1 Februari 2021, saham tersebut telah dicatatkan pada Bursa Efek Indonesia (BEI) dengan kode saham BANK.

Dari hasil penawaran umum saham perdana, Bank berhasil mencatat penambahan modal disetor sebesar Rp500.000.000.000 dan tambahan modal disetor berupa agio sebesar Rp15.000.000.000 sebelum dikurangi biaya emisi penerbitan saham sebesar Rp 4.612.334.741. Hasil penerimaan bersih dari penawaran umum saham perdana ini adalah sebesar Rp510.387.665.259.

Dividend Distribution

In paying dividends, Aladin Bank applies a decision policy to pay dividends depending on profit, financial condition and liquidity, compliance with laws and regulations and other factors deemed relevant by the Board of Directors after obtaining the approval of the GMS.

Dividends will be paid in cash. Shareholders on the recording date will get the right to dividends in full amount and are subject to income tax applicable in taxation provisions in Indonesia. Cash dividends received by Shareholders from outside Indonesia will be subject to income tax in accordance with tax regulations in Indonesia.

Based on the resolutions of the GMS held in 2020 and 2021, Aladin Bank decided not to pay dividends.

EMPLOYEE AND MANAGEMENT SHARE OWNERSHIP PROGRAM (ESOP/MSOP)

A share ownership program for employees (Employee Stock Option Program/ESOP), as well as for management (Management Stock Option Program/MSOP) is a program that gives employees or management rights over ownership of a company's shares.

As of December 31, 2021, Aladin Bank does not yet have a share ownership program for employees (Employee Stock Option Program/ESOP), nor for management (Management Stock Option Program/MSOP).

REALIZATION OF USE OF PROCEEDS FROM PUBLIC OFFERING

On January 22, 2021, Aladin Bank obtained an effective statement from the Financial Services Authority (OJK) with letter No. S-8/D.04/2021 to conduct an initial public offering of 5,000,000,000 shares with a par value of Rp100 (full value) per share to the public at an offering price of Rp103 (full value) per share. On February 1, 2021, the shares were listed on the Indonesia Stock Exchange (IDX) with the stock code BANK.

From the results of the initial public offering, the Bank managed to record an additional paid-in capital of Rp500,000,000,000 and additional paid-in capital in the form of premiums of Rp15,000,000,000 before deducting the issuance costs of shares of Rp4,612,334,741. The net proceeds from this initial public offering amounted to Rp510,387,665,259.

Penawaran umum perdana saham ini dilakukan dalam rangka meningkatkan kinerja dan memperkuat modal kerja Bank, dimana sebagian digunakan untuk modal kerja dan sebagian lagi digunakan untuk pembiayaan pemeliharaan IT & penunjangnya.

This initial public offering was conducted in order to improve performance and strengthen the Bank's working capital, of which part was used for working capital and partly used to finance IT maintenance and support.

Berikut realisasi penggunaan dana dari hasil penawaran umum perdana saham, yang telah dilaporkan kepada OJK melalui surat No. s.048.BOD/02.2022 tanggal 17 Januari 2022.

The following is the realization of the use of funds from the results of the initial public offering, which has been reported to the OJK through letter No. s.048.BOD/02.2022 dated January 17, 2022.

Laporan Realisasi Penggunaan Dana Hasil Penawaran Umum Perdana Saham per 31 Desember 2021
Report on the Realization of the Use of Proceeds from the Initial Public Offering as of December 31, 2021

Jenis Penawaran Umum Public Offer Type	**Tanggal Efektif** Effective date	**Nilai Realisasi Hasil Penawaran Umum** Realized Value of Public Offering Results			**Rencana Penggunaan Dana Menurut Prospektus** Plan for Use of Funds According to the Prospectus		**Realisasi Penggunaan Dana Menurut Prospektus** Actual Use of Funds According to the Prospectus		**Sisa Dana Hasil Penawaran Umum** Remaining Funds from Public Offering (Rp)
		Jumlah Hasil Penawaran Umum Total Proceeds of Public Offering **(Rp)**	**Biaya Penawaran Umum** Public Offering Fee **(Rp)**	**Hasil Bersih** Net Result **(Rp)**	**Biaya Pemeliharaan IT & Penunjangnya Cost IT Maintenance and Support (Rp)**	**Modal Kerja Lainnya** Other Working Capital **(Rp)**	**Biaya Pemeliharaan IT & Penunjangnya** Cost IT Maintenance and Support **(Rp)**	**Modal Kerja Lainnya** Other Working Capital **(Rp)**	
IPO Saham Stock IPO	1 Februari 2021 February 1 2021	515.000.000.000	4.612.334.741	510.387.665.259	306.232.599.155	204.155.066.104	11.781.927.637	17.026.646.989	481.579.090.633

INFORMASI MATERIAL MENGENAI INVESTASI, EKSPANSI, DIVESTASI, PENGGABUNGAN/PELEBURAN USAHA, AKUISISI, DAN RESTRUKTURISASI UTANG/MODAL

Pada tahun 2021, Aladin Bank tidak melakukan kegiatan bisnis terkait dengan ekspansi, divestasi, penggabungan/peleburan usaha, akuisisi, maupun restrukturisasi utang/modal. Adapun Aladin Bank melakukan kegiatan investasi pada surat berharga yang per 31 Desember 2021 tercatat senilai Rp901.092 juta, mengalami peningkatan sebesar 48,03% dibanding tahun sebelumnya yang mencapai Rp608.728 juta.

MATERIAL INFORMATION REGARDING INVESTMENT, EXPANSION, DIVESTMENT, BUSINESS MERGER/ CONSOLIDATION, ACQUISITION, AND DEBT/CAPITAL RESTRUCTURING

In 2021, Aladin Bank will not carry out business activities related to expansion, divestment, business merger/consolidation, acquisition, or debt/capital restructuring. Meanwhile, Aladin Bank has invested in securities, which as of December 31, 2021, was recorded at Rp. 901,092 million, an increase of 48.03% compared to the previous year which reached Rp. 608,728 million.

KOMITMEN DAN KONTINJENSI

Pada tahun 2018, Bank membentuk cadangan (disajikan dalam akun "Estimasi Kerugian Komitmen dan Kontinjensi") untuk tuntutan hukum yang belum diputuskan sebesar Rp 62.637 juta. Pada tahun 2020, berdasarkan putusan kasasi dari Mahkamah Agung yang telah berkekuatan hukum tetap dan didukung dengan memorandum dari kantor konsultan hukum, Bank memutuskan untuk melakukan *write back* atas seluruh cadangan tersebut.

COMMITMENTS AND CONTINGENCIES

In 2018, the Bank established a reserve (presented in the account "Estimated Losses on Commitments and Contingencies") for undecided lawsuits amounting to Rp 62,637 million. In 2020, based on the cassation decision from the Supreme Court which has permanent legal force and is supported by a memorandum from the legal consultant office, the Bank decided to write back the entire reserve.

Tabel Estimasi Kerugian Komitmen dan Kontinjensi 2020-2021
Table of Estimated Loss of Commitments and Contingencies 2020-2021

Uraian Description	2021 (Rp-juta) (Rp-million)	2020 (Rp-juta) (Rp-million)
Estimasi Penyisihan untuk Komitmen dan Kontinjensi Estimated Provision for Commitments and Contingencies		
Kerugian khusus lainnya Other special disadvantages	-	-
Perubahan Estimasi Cadangan Kerugian Penurunan Nilai Komitmen dan Kontinjensi Changes in Estimated Allowance for Impairment Losses on Commitments and Contingencies		
Saldo Awal Tahun Beginning of Year Balance	-	60.470
Pembalikan pada Periode/Tahun Berjalan Reversal in Current Period/Year	-	(65.138)
Selisih Difference	-	4.668
Saldo Akhir Ending balance	-	-

INFORMASI TRANSAKSI MATERIAL YANG MENGANDUNG BENTURAN KEPENTINGAN DAN/ATAU TRANSAKSI DENGAN PIHAK AFILIASI

Kebijakan serta Mekanisme *Review* atas Transaksi dan Pemenuhan Peraturan dan Ketentuan Terkait

Transaksi afiliasi dan transaksi benturan kepentingan yang dilakukan Aladin Bank senantiasa memperhatikan prinsip kehati-hatian sesuai dengan praktik bisnis yang berlaku umum dan telah memenuhi Peraturan OJK No. 42/POJK.04/2020 tentang Transaksi Afiliasi dan Transaksi Benturan Kepentingan, serta PSAK No. 7 tentang Pengungkapan Pihak-Pihak Berelasi.

Dalam melakukan transaksi afiliasi, Direksi memastikan bahwa seluruh kegiatan transaksi tersebut telah melalui prosedur yang memadai dan sesuai dengan prinsip transaksi yang wajar (*arm's length principle*). Bank melalui Dewan Komisaris dan Komite Audit juga telah melakukan *review* untuk memastikan bahwa transaksi afiliasi dilaksanakan sesuai dengan praktik bisnis yang berlaku umum dan telah memenuhi prinsip transaksi yang wajar (*arms-length principle*). Mekanisme *review* atas transaksi dengan pihak-pihak berelasi terkait transaksi afiliasi, dilakukan melalui proses audit oleh Komite Audit yang hasilnya kemudian dilaporkan kepada Dewan Komiasris. Bank telah mengungkapkan seluruh sifat dan transaksi dengan pihak-pihak berelasi yang dapat dilihat pada Laporan Keuangan Bank yang terlampir dalam Laporan Tahunan ini.

INFORMATION ON MATERIAL TRANSACTIONS CONTAINING CONFLICTS OF INTEREST AND/OR TRANSACTIONS WITH AFFILIATED PARTIES

Policies and Mechanisms for Reviewing Transactions and Compliance with Related Regulations and Provisions

Affiliated transactions and conflict of interest transactions conducted by Aladin Bank always pay attention to the precautionary principle in accordance with generally accepted business practices and have complied with OJK Regulation No. 42/POJK.04/2020 concerning Affiliated Transactions and Conflict of Interest Transactions, as well as PSAK No. 7 regarding Disclosure of Related Parties.

In conducting affiliate transactions, the Board of Directors ensures that all transaction activities have gone through adequate procedures and in accordance with the arm's length principle. The Bank through the Board of Commissioners and the Audit Committee has also carried out a review to ensure that affiliated transactions are carried out in accordance with generally accepted business practices and have complied with the arms-length principle. The mechanism for reviewing transactions with related parties related to affiliated transactions is carried out through an audit process by the Audit Committee, the results of which are then reported to the Board of Commissioners. The Bank has disclosed all the nature and transactions with related parties which can be seen in the Bank's Financial Statements attached to this Annual Report.

Nama Pihak Berelasi, Sifat Hubungan dan Sifat Transaksi

Berikut disampaikan nama-nama pihak berelasi, sifat hubungan dan sifat transaksi yang dilakukan Aladin Bank.

Name of Related Party, Nature of Relationship and Nature of Transaction

Following are the names of related parties, the nature of the relationship and the nature of the transactions carried out by Aladin Bank.

Tabel Pihak Berelasi
Related Party Table

Pihak yang Berelasi Related Parties	Sifat Hubungan Nature of Relationship	Sifat Transaksi Transaction Nature
John Dharma J. Kusuma	Pemegang Saham Pengendali Controlling shareholders	Giro *Mudharabah* Mudharabah Current Account
Direksi, Dewan Komisaris, dan Manajemen Kunci Lainnya Board of Directors, Board of Commissioners and Other Key Management	Manajemen Kunci Key Management	Hak Pihak Ketiga atas Bagi Hasil Dana *Syirkah* Temporer Third Party Rights on Profit Sharing of Temporary Syirkah Funds

Kewajaran Transaksi dan Alasan Dilakukannya Transaksi

Seluruh transaksi dengan pihak berelasi di tahun 2021 dan 2020 merupakan transaksi yang wajar yang tercerminkan dari persentase terkait transaksi dengan pihak berelasi bila dibandingkan dengan jumlah keseluruhannya tidak memberikan dampak yang signifikan. Dalam kegiatan normal usaha, Bank melakukan transaksi dengan pihak berelasi, karena hubungan kepemilikan dan/atau kepengurusan. Semua transaksi dengan pihak berelasi telah dilakukan dengan kebijakan dan syarat yang telah disepakati bersama. Seluruh transaksi dengan pihak berelasi diperlukan guna mendukung kelancaran kegiatan usaha Bank.

Fairness of Transactions and Reasons for Transactions

All transactions with related parties in 2021 and 2020 are fair transactions as reflected in the percentage related to transactions with related parties when compared to the total amount that does not have a significant impact. In normal business activities, the Bank conducts transactions with related parties, due to the ownership and/or management relationship. All transactions with related parties have been carried out under mutually agreed policies and terms. All transactions with related parties are required to support the smooth running of the Bank's business activities.

Realisasi Transaksi Pihak Berelasi

Realisasi saldo dan transaksi pihak-pihak berelasi terhadap kinerja keuangan Bank dapat disampaikan sebagai berikut.

Realization of Related Party Transactions

Realization of balances and transactions of related parties on the Bank's financial performance can be conveyed as follows.

Tabel Transaksi dan Saldo dengan Pihak-pihak Berelasi 2020-2021
Tabel Transaksi dan Saldo dengan Pihak-pihak Berelasi 2020-2021

Uraian Uraian	2021	2020
Dana *Syirkah* Temporer Temporary Syirkah Fund		
Giro *Mudharabah* Mudharabah Current Account		
Pemegang Saham Pengendali Controlling shareholders	Rp38.169 juta /million	Rp40.062 juta /million
Persentase terhadap Total Dana *Syirkah* Temporer Percentage of Total Temporary Syirkah Funds	99,96%	99,75%
Beban Burden		
Hak Pihak Ketiga atas Bagi Hasil Dana *Syirkah* Temporer Third Party Rights on Profit Sharing of Temporary Syirkah Funds	Rp156 juta/million	Rp78 juta /million
Persentase terhadap Total Hak Pihak Ketiga atas Bagi Hasil Dana *Syirkah* Temporer Percentage of Total Third Party Rights on Profit Sharing of Temporary Syirkah Funds	38,71%	49,37%

Giro *mudharabah* merupakan simpanan dana pihak lain yang mendapatkan imbalan bagi hasil dari pendapatan Bank atas penggunaan dana tersebut berdasarkan *nisbah* yang disetujui sebelumnya. Adapun bagi hasil dana *syirkah* temporer adalah bagi hasil dana *syirkah* temporer yang berasal dari pihak-pihak berelasi dengan Bank.

Mudharabah demand deposits are deposits of other parties that receive profit sharing from the Bank's income for the use of these funds based on a pre-agreed ratio. Meanwhile, profit sharing from temporary syirkah funds is profit sharing from temporary syirkah funds originating from parties related to the Bank.

PERUBAHAN PERATURAN PERUNDANG-UNDANGAN YANG BERPENGARUH SIGNIFIKAN TERHADAP BANK

Sepanjang tahun 2021, terdapat perubahan peraturan perundang-undangan yang berdampak signifikan terhadap Bank. Adapun perubahan peraturan dan/atau perundang-undangan yang berdampak terhadap kinerja Aladin Bank di tahun 2021 adalah sebagai berikut.

CHANGES IN LEGISLATION THAT HAS A SIGNIFICANT IMPACT ON THE BANK

Throughout 2021, there were/no changes to laws and regulations that had a significant impact on the Bank. The changes to regulations and/or laws that have an impact on Aladdin Bank's performance in 2021 are as follows.

Perubahan Perundang-undangan Legislation Change	Penjelasan	Pengaruhnya terhadap Bank
Undang-undang Nomor 7 Tahun 2021 tentang Harmonisasi Peraturan Perpajakan	Sebagai salah satu upaya untuk memperkuat fungsi APBN demi mewujudkan kesejahteraan masyarakat, negara melakukan reformasi perpajakan melalui pengesahan Undang-Undang Harmonisasi Peraturan Perpajakan (UU HPP).	Perubahan Undang-Undang tersebut berpengaruh pada Bank dibeberapa hal sebagai berikut: 1. Tarif PPh Badan kembali menjadi sebesar 22%. 2. Tarif PPN menjadi 11% yang berlaku mulai 1 April 2022 dan akan menjadi 12% pada 1 Januari 2025 yang berdampak pada meningkatnya biaya PPN dalam penyediaan barang dan/atau jasa dari vendor. 3. Perubahan Jasa Keuangan dari Jasa yang tidak terutang PPN menjadi dibebaskan PPN. Perubahan diatas telah dilakukan dan dijalankan oleh Bank sesuai peraturan perpajakan yang berlaku.

PERUBAHAN KEBIJAKAN AKUNTANSI DAN DAMPAKNYA TERHADAP BANK

Perubahan kebijakan akuntansi Bank telah dibuat seperti yang disyaratkan, sesuai dengan ketentuan transisi dalam masing-masing standar dan interpretasi. Standar revisi yang telah diterbitkan dan yang telah berlaku efektif untuk tahun buku yang dimulai pada atau setelah 1 Januari 2021, yang dianggap relevan dengan laporan keuangan Bank diungkapkan di bawah ini.

1. Penyesuaian PSAK No. 110, "Akuntansi Sukuk"
2. Penyesuaian PSAK No. 111, "Akuntansi Wa'd"

Penyesuaian ini memberikan klarifikasi saat pengakuan awal dari investasi sukuk yang bertujuan untuk menyelaraskan dan menjaga konsistensi pengaturan untuk perolehan investasi sukuk.

Bank telah menganalisa penerapan standar akuntansi tersebut di atas dan penerapan tersebut tidak memiliki pengaruh yang signifikan terhadap laporan keuangan.

CHANGES IN ACCOUNTING POLICIES AND THEIR IMPACT ON THE BANK

Changes to the Bank's accounting policies have been made as required, in accordance with the transitional provisions in the respective standards and interpretations. Revised standards that have been issued and which have become effective for the financial year starting on or after January 1, 2021, which are deemed relevant to the Bank's financial statements are disclosed below.

1. Adjustment of PSAK No. 110, "Accounting for Sukuk"
2. Adjustment of PSAK No. 111, "Wa'd Accounting"

This adjustment provides clarification at the time of initial recognition of sukuk investments with the aim of aligning and maintaining consistency of arrangements for the acquisition of sukuk investments.

The Bank has analyzed the application of the accounting standards mentioned above and the application does not have a significant effect on the financial statements.

TINGKAT KESEHATAN BANK

Tingkat Kesehatan Bank adalah hasil penilaian kondisi Bank yang dilakukan berdasarkan risiko termasuk risiko terkait penerapan prinsip syariah dan kinerja Bank atau disebut dengan *Risk based Bank Rating*. Pada tahun 2021, peringkat tingkat kesehatan Aladin Bank yang dinilai secara *self assessment*, mencapai Peringkat Komposit "2" (PK-2). Hal tersebut mencerminkan kondisi Bank yang secara umum sehat sehingga dinilai mampu menghadapi perubahan kondisi bisnis dan faktor eksternal lainnya.

BANK HEALTH LEVEL

Bank Soundness Level is the result of an assessment of the Bank's condition based on risk, including risks related to the implementation of sharia principles and the Bank's performance or known as Risk based Bank Rating. In 2021, Aladin Bank's soundness rating, which is assessed by self-assessment, will reach a Composite Rating of "2" (PK-2). This reflects the condition of the Bank which is generally healthy so that it is considered capable of facing changes in business conditions and other external factors.

INFORMASI KELANGSUNGAN USAHA

Seiring dengan masih adanya ketidakpastian yang terjadi akibat pandemi COVID-19 serta prediksi pemulihan ekonomi nasional yang didukung oleh stimulus kebijakan dari Pemerintah dan regulator, serta mempertimbangkan kecukupan modal, Aladin Bank menilai tidak terdapat hal-hal yang berpotensi berpengaruh signifikan terhadap kelangsungan usaha Bank.

Assessment Manajemen

Sebagai bank yang masih berada pada tahap pengembangan, Aladin Bank belum memiliki paparan secara langsung terkait ketidakpastian ekonomi nasional maupun global yang terjadi pada tahun 2021. Bank masih fokus pada konsolidasi internal untuk mempersiapkan rencana ekspansi bisnis yang akan dimulai pada tahun 2022. Secara operasional, Bank telah memiliki *Business Continuity Plan* untuk memastikan keberlangsungan operasional Bank tetap terlaksana.

Asumsi yang digunakan

Beberapa faktor yang menjadi dasar Manajemen dalam memlakukan *assessment* di antaranya adalah:

1. Analisis terkait kondisi eksternal dan internal Bank melalui analisa SWOT untuk menentukan posisi Aladin Bank di industri perbankan nasional serta mengetahui seberapa besar dampak dari paparan kondisi makroekonomi nasional maupun global.
2. Kecukupan permodalan untuk menjalankan bisnis Bank, dimana hingga akhir 2021, Aladin Bank memiliki rasio kecukupan modal sebesar 390,94%, jauh lebih tinggi dibandingkan minimum yang harus dipenuhi sesuai dengan profil risiko Bank yaitu pada rentang 9-10%. Selain itu, Bank memiliki rencana penambahan modal untuk memperkuat struktur permodalan dan memenuhi aturan modal inti Bank.
3. Penerapan *Good Corporate Governance* (GCG) yang baik.

BUSINESS CONTINUITY INFORMATION

Along with the uncertainty that has occurred due to the COVID-19 pandemic as well as the prediction of the national economic recovery supported by policy stimulus from the Government and regulators, as well as considering the adequacy of capital, Aladin Bank considers that there are no things that have the potential to significantly affect the continuity of the Bank's business.

Management Assessment

As a bank that is still in the development stage, Aladin Bank has not had direct exposure to the uncertainties of the national and global economy that will occur in 2021. The Bank is still focusing on internal consolidation to prepare a business expansion plan that will begin in 2022. Operationally, the Bank already has a Business Continuity Plan to ensure the continuity of the Bank's operations are carried out.

Assumptions used

Some of the factors that form the basis of Management in conducting assessments include:

1. Analysis of the Bank's external and internal conditions through a SWOT analysis to determine Aladin Bank's position in the national banking industry and to find out how big the impact of exposure to national and global macroeconomic conditions is.
2. Capital adequacy to run the Bank's business, where until the end of 2021, Aladin Bank has a capital adequacy ratio of 390.94%, much higher than the minimum that must be met in accordance with the Bank's risk profile, which is in the range of 9-10%. In addition, the Bank has plans to increase capital to strengthen its capital structure and comply with the Bank's core capital regulations.
3. Good implementation of Good Corporate Governance (GCG).

PROSPEK USAHA DAN STRATEGI KE DEPAN

Secara keseluruhan pada 2021, perekonomian Indonesia tumbuh sebesar 3,69% atau jauh lebih tinggi dibandingkan tahun 2020 yang mengalami kontraksi sebesar 2,07% (yoy). Hal ini menjadi momentum kebangkitan ekonomi nasional yang akan berlanjut pada tahun 2022. Dengan didukung oleh prgram percepatan vaksinasi, pembukaan ekonomi yang semakin luas, dan stimulus kebijakan Bank Indonesia, Pemerintah, dan otoritas terkait lainnya, Bank Indonesia memprakirakan ekonomi Indonesia pada tahun 2022 akan tumbuh 4,7-5,5%.

Sejalan dengan proyeksi ekonomi Indonesia yang semakin membaik dan optimisme terkait penanggulangan pandemi COVID-19, Bank Indonesia (BI) memproyeksikan pertumbuhan pembiayaan pada 2022 pada kisaran 6-8% dan pertumbuhan dana pihak ketiga pada kisaran 7-9%. Selain itu, BI juga akan meningkatkan proses digitalisasi sistem pembayaran dalam rangka pemulihan ekonomi serta mendorong ekonomi dan keuangan yang inklusif dan efisien. Aladin Bank optimis akan mulai mengoptimalkan fungsi intermediasi, yaitu meningkatkan aktivitas penghimpunan dana pihak ketiga dari masyarakat dan menyalurkan pembiayaan pada tahun 2022. Hal ini didukung oleh kesiapan infrastruktur pendukung yang dimiliki, aplikasi layanan perbankan digital yang telah mendapatkan izin dari regulator, dan penerapan manajemen risiko yang terpadu dan konsisten dengan mengedepankan prinsip kehati-hatian.

Sebagai bank syariah digital pertama di Indonesia, Aladin Bank memiliki 3 (tiga) kerangka *unique selling point* yang membedakan dengan produk dan layanan serupa yang ditawarkan oleh bank digital lain di industri perbankan. Ketiga kerangka tersebut yaitu:

1. Preposisi nilai syariah
   Aladin Bank meyakini bahwa semua nilai dan prinsip kesyariahan berbasis kepada kebaikan yang harus diterapkan dalam berbagai aspek termasuk di dalamnya adalah produk dan transaksi perbankan yang dilakukan oleh Nasabah sehari-hari.
2. Pembentukan perilaku nasabah
   Transaksi tunai Nasabah masih cukup tinggi walaupun perkembangan teknologi digital perbankan telah mengalami peningkatan. Hadirnya Aladin Bank pada dasarnya akan membantu Nasabah untuk merubah perilakunya terkait dengan transaksi perbankan dari melakukan transaksi *offline* dengan dana tunai menjadi transaksi online dengan basis digital melalui produk dan layanan yang tersedia di Aplikasi Aladin Bank.
3. Kemudahan teknologi
   Melalui kemajuan teknologi, Aladin Bank dapat menjadi penyedia layanan dan produk Syariah digital untuk nasabah dimanapun mereka berada selama 24 jam / 7 hari. Teknologi yang dimiliki oleh Aladin Bank pun akan dapat meningkatkan rasa aman dalam melakukan transaksi.

BUSINESS PROSPECTS AND FUTURE STRATEGIES

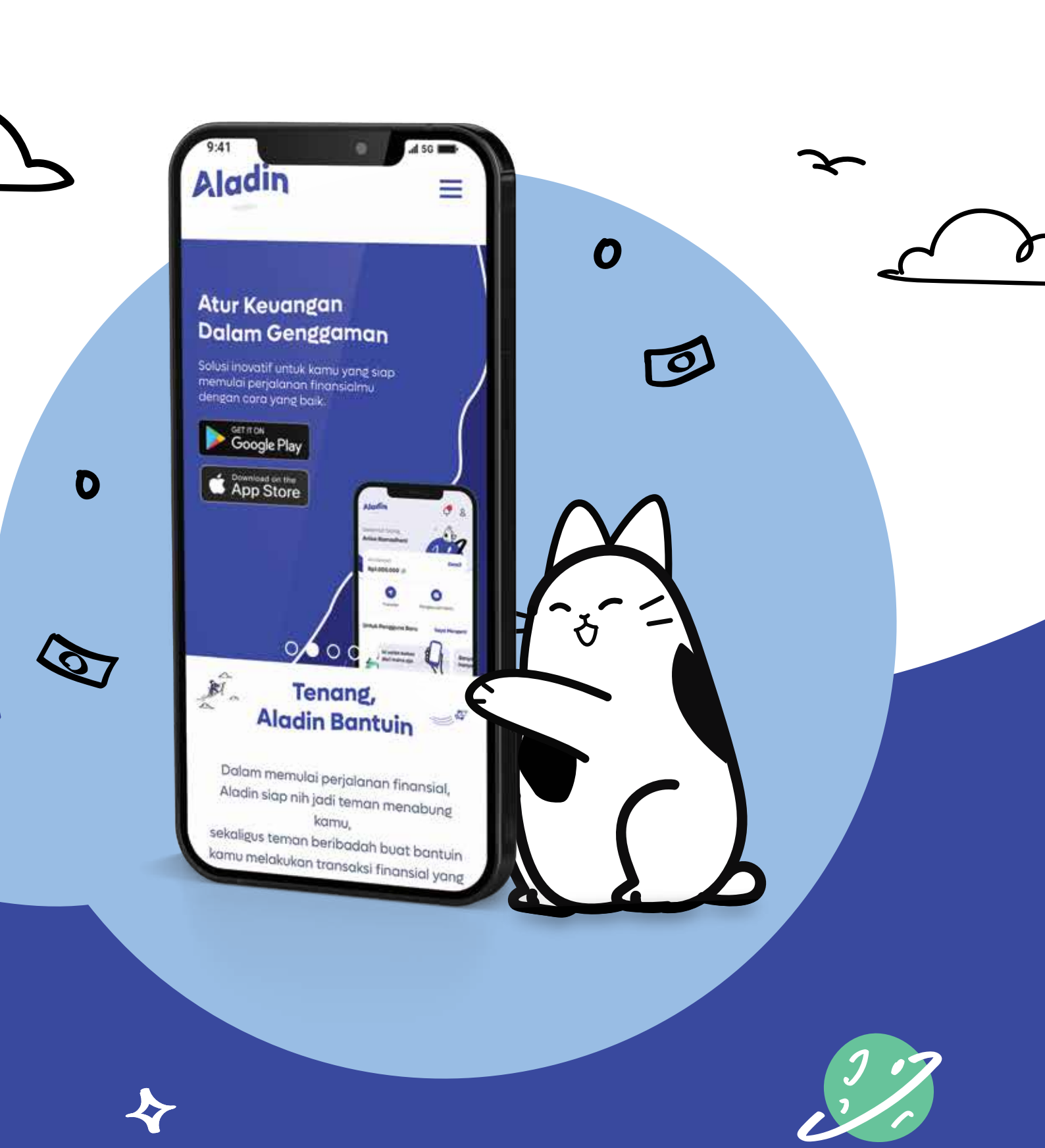
Overall in 2021, the Indonesian economy will grow by 3.69% or much higher than in 2020 which experienced a contraction of 2.07% (yoy). This is a momentum for the national economic revival which will continue in 2022. Supported by the accelerated vaccination program, wider economic opening, and policy stimulus from Bank Indonesia, the Government, and other relevant authorities, Bank Indonesia predicts that the Indonesian economy in 2022 will grow 4.7-5.5%.

In line with Indonesia's improving economic projections and optimism regarding the handling of the COVID-19 pandemic, Bank Indonesia (BI) projects financing growth in 2022 in the range of 6-8% and growth in third party funds in the range of 7-9%. In addition, BI will also improve the process of digitizing the payment system in the context of economic recovery as well as encouraging an inclusive and efficient economy and finance. Aladin Bank is optimistic that it will start optimizing the intermediation function, namely increasing the activities of collecting third party funds from the public and distributing financing in 2022. This is supported by the readiness of its supporting infrastructure, digital banking service applications that have received permission from the regulator, and the implementation of risk management. integrated and consistent by prioritizing the precautionary principle.

As the first digital Islamic bank in Indonesia, Aladin Bank has 3 (three) unique selling point frameworks that differentiate it from similar products and services offered by other digital banks in the banking industry. The three frameworks are:

1. Sharia value proposition
   Aladin Bank believes that all Islamic values and principles are based on goodness which must be applied in various aspects including banking products and transactions carried out by customers on a daily basis.
2. Formation of customer behavior
   Customer cash transactions are still quite high even though the development of digital banking technology has increased. The presence of Aladin Bank will basically help Customers to change their behavior related to banking transactions from making offline transactions with cash to online transactions on a digital basis through products and services available on the Aladin Bank Application.
3. Technological convenience
   Through technological advances, Aladin Bank can become a provider of digital Sharia services and products for customers wherever they are for 24 hours / 7 days. The technology owned by Aladin Bank will also be able to increase the sense of security in conducting transactions.

Aladin



Fungsi Penunjang Bisnis

Business Support Functions

Tata Kelola Sumber Daya Insani
Commitments and Policies

KOMITMEN DAN KEBIJAKAN

Sumber Daya Manusia (SDM) merupakan salah satu bagian penting dalam sebuah perusahaan guna mendukung tercapainya tujuan perusahaan di tengah lingkungan bisnis yang terus berkembang. Salah satunya adalah lembaga keuangan syariah, khususnya perbankan syariah di Indonesia, yang terus mengalami perkembangan lingkungan bisnis yang cukup signifikan. Terlebih mayoritas penduduk Indonesia dan nasabah perbankan syariah yang merupakan muslim, menginginkan pengelolaan keuangan mereka dapat dikelola berdasarkan syariat-syariat Islam dengan layanan yang prima. Untuk itu, perbankan syariah dituntut untuk melakukan upaya-upaya strategis guna mengintegrasikan potensi yang dimiliki dengan rencana pengembangan bisnis. Sebagai salah satu perusahaan yang bergerak dalam industri perbankan syariah, Aladin Bank menyadari bahwa hal tersebut dapat diwujudkan, salah satunya melalui ketersediaan SDM atau Sumber Daya Insani (SDI) yang kompeten, berintegritas, profesional dan unggul.

COMMITMENTS AND POLICIES

Human Resources (HR) is an important part of a company to support the achievement of company goals in the midst of a growing business environment. One of them is Islamic financial institutions, especially Islamic banking in Indonesia, which continues to experience significant developments in the business environment. Moreover, the majority of the Indonesian population and Islamic banking customers who are Muslims, want their financial management to be managed based on Islamic laws with excellent service. For this reason, Islamic banking is required to make strategic efforts to integrate its potential with business development plans. As one of the companies engaged in the Islamic banking industry, Aladin Bank realizes that this can be realized, one of which is through the availability of competent, integrity, professional and superior human resources or Human Resources (SDI).

Aladin Bank telah memiliki mekanisme pengelolaan SDI yang terintegrasi, dalam rangka menyediakan pelayanan prima kepada nasabah, dan dapat memberikan kontribusi terbaik bagi para pemangku kepentingan. Di samping itu, Bank memiliki komitmen untuk mengembangan SDI dalam upaya mendukung implementasi inisiatif strategis secara efektif, sekaligus untuk memberikan layanan terbaik kepada seluruh nasabah. Sejalan dengan proses transformasi yang dilakukan, Bank melalui *Human Capital and General Affairs Division* menetapkan kebijakan terkait dengan pengembangan SDI, berdasarkan 2 (dua) pendekatan, yakni:

1. Mengikutsertakan kayawan dalam seminar maupun pendidikan dan pelatihan.
2. Meningkatkan kebersamaan dari semua anggota organisasi dan etos kerja tim untuk tujuan dalam pencapaian target hasil usaha dan keuntungan maksimal.

STRUKTUR ORGANISASI PENGELOLA SUMBER DAYA INSANI

Berdasarkan Surat Keputusan Direksi No. SRT.336. HCD/12.2021 tanggal 31 Desember 2021, pengelolaan SDI di lingkup Bank dilakukan oleh *Human Capital and General Affairs Division* yang berada di bawah supervisi langsung dari Presiden Direktur. *Human Capital and General Affairs Division* berperan dalam melakukan seluruh proses pengelolaan dan pengembangan SDI, mulai dari proses perencanaan hingga melakukan evaluasi dari setiap program kerja yang sedang berjalan.

Human Capital adalah organ fungsional yang salah satu fungsi utamanya adalah melakukan pengelolaan dan pengembangan SDI. Adapun tugas dan tanggung jawab Human Capital dalam melakukan pengelolaan dan pengembangan SDI, adalah sebagai berikut.

1. Menyadari dan melakukan kebutuhan rekrutmen saat ini dan yang mendatang;
2. Memastikan kepatuhan terhadap hukum terkait ketenagakerjaan yang berlaku;
3. Mendapatkan dan mempertahankan karyawan berpotensi;
4. Mengelola kompensasi dan *benefit* karyawan;
5. Memastikan efektivitas hubungan karyawan;
6. Mengelola *onboarding*, pelatihan, *learning and development* untuk memaksimalkan performa kerja;
7. Menerapkan tindakan yang mendukung kesehatan dan keselamatan;
8. Mengelola tugas administrasi seperti data karyawan, payroll, hingga perpajakan;
9. Menyelenggarakan evaluasi performa.

Aladin Bank already has an integrated HR management mechanism, in order to provide excellent service to customers, and can provide the best contribution to stakeholders. In addition, the Bank is committed to developing HR in an effort to support the effective implementation of strategic initiatives, as well as to provide the best service to all customers. In line with the transformation process carried out, the Bank through the Human Capital and General Affairs Division sets policies related to HR development, based on 2 (two) approaches, namely:

1. Involve employees in seminars as well as education and training.
2. Increasing the togetherness of all members of the organization and team work ethic for the purpose of achieving the target of business results and maximum profit.

ORGANIZATIONAL STRUCTURE OF HUMAN RESOURCE MANAGEMENT

Based on the Decree of the Board of Directors No. Srt.336. HCD/12.2021 dated December 31, 2021 HR management within the Bank is carried out by the Human Capital and General Affairs Division which is under the direct supervision of the President Director. The Human Capital and General Affairs Division plays a role in carrying out the entire HR management and development process, starting from the planning process to evaluating each ongoing work program.

Human Capital is a functional organ whose main function is to manage and develop human resources. The duties and responsibilities of Human Capital in managing and developing human resources are as follows.

1. Recognizing and carrying out current and future recruitment needs;
2. Ensure compliance with applicable labor-related laws;
3. Acquire and retain potential employees;
4. Manage employee compensation and benefits;
5. Ensure the effectiveness of employee relations;
6. Manage onboarding, training, learning and development to maximize work performance;
7. Implement actions that support health and safety;
8. Manage administrative tasks such as employee data, payroll, to taxation;
9. Conducting performance evaluation.

Sementara itu, dalam Rencana Kerja dan Anggaran Perusahaan (RKAP) tahun 2021, *Human Capital* telah menetapkan sejumlah target dan rencana kegiatan yang dilakukan di tahun 2021, yakni sebagai berikut:

1. *Hiring*/rekrutmen karyawan sesuai *Manpower Planning*;
2. Pelatihan karyawan.

Adapun program kerja yang telah disusun *Human Capital* di tahun 2021, dalam rangka mencapai target yang telah ditetapkan adalah sebagai berikut:

1. *Hiring*/rekrutmen karyawan sesuai *Manpower Planning*;
2. Pelatihan karyawan.

PROGRAM STRATEGIS TAHUN 2021

Di tahun 2021, untuk memperkuat strategi SDM, dilakukan *Total Rewards Project* yang bertujuan untuk melakukan kajian sistem *grade* dan *leveling* di Bank; yang selanjutnya akan menjadi dasar strategi kompensasi dan benefits dan juga pengelolaan kinerja dan manajemen talenta di Bank. *Total Rewards Project* ini dilaksanakan selama 4 (empat), mulai dari bulan September 2021 dan berakhir di bulan Desember 2021 dengan hasil sistem *grading* dan *leveling* baru di Bank. Selain Total *Rewards Project*, program pengelolaan kinerja yang baru (*Performance Management*) juga dirancang dan mulai diterapkan di bulan November 2021.

MANAJEMEN SUMBER DAYA INSANI

Manpower Planning

Manpower Planning merupakan serangkaian kegiatan dalam pembuatan perencanaan *Human Capital* dimulai dari melakukan identifikasi, evaluasi, hingga membuat perencanaan pemenuhan kebutuhan human capital sesuai dengan perkembangan bisnis perusahaan dan kebutuhan Organisasi yang berlaku di Bank.

Manpower Planning dilakukan dengan merencanakan dan melakukan evaluasi perencanaan kebutuhan *Human Capital* untuk kemudian ditetapkan sesuai dengan perkembangan bisnis Bank dan dilakukan *monitoring/review* secara berkala terhadap pemenuhan kebutuhan Bank.

Berikut adalah *Manpower Planning* untuk tahun 2021:

Meanwhile, in the Company's Work Plan and Budget (RKAP) for 2021, Human Capital has set a number of targets and plans for activities to be carried out in 2021, which are as follows:

1. Hiring/recruiting employees according to Manpower Planning;
2. Employee training.

The work programs that have been compiled by Human Capital in 2021, in order to achieve the targets that have been set are as follows:

1. Hiring/recruiting employees according to Manpower Planning;
2. Employee training.

2021 STRATEGIC PROGRAM

In 2021, to strengthen HR strategy, the Total Rewards Project will be carried out which aims to study the grade and leveling system at the Bank; which will then become the basis for the compensation and benefits strategy as well as performance management and talent management at the Bank. This Total Rewards Project is carried out for 4 (four), starting from September 2021 and ending in December 2021 with the results of a new grading and leveling system at the Bank. In addition to the Total Rewards Project, a new performance management program (Performance Management) was also designed and started to be implemented in November 2021.

HUMAN RESOURCE MANAGEMENT

Manpower Planning

Manpower Planning is a series of activities in making Human Capital planning starting from identifying, evaluating, to making plans to fulfill human capital needs in accordance with the company's business development and organizational needs that apply in the Bank.

Manpower Planning is carried out by planning and evaluating the planning for Human Capital needs to be determined in accordance with the Bank's business developments and monitoring/reviewing periodically to meet the needs of the Bank.

Here is the Manpower Planning for 2021:

Directorate	Total Employees
Commissioner	4
Director	7
Business	8
Compliance	12
Digital Bank	48
Finance & Corporate Strategy	16
Operations	45

Directorate	Total Employees
President Directorate	13
Technology	85
Grand Total	**238**

Program Rekrutmen SDI

Rekrutmen dilakukan oleh *Human Capital and General Affairs Division* secara profesional untuk mendapatkan karyawan yang memenuhi persyaratan kompetensi yang dibutuhkan sesuai dengan proses transformasi yang dilakukan oleh Bank untuk mengisi formasi tenaga kerja yang kosong atau akan kosong dalam rangka menjamin kontinuitas ketersediaan karyawan untuk mendukung operasional Bank.

Bank menjamin bahwa prinsip-prinsip Hak Asasi Manusia (HAM) senantiasa dijunjung dalam setiap proses rekrutmen yang dijalankan, dengan menjamin tidak adanya diskriminasi terhadap unsur-unsur SARA (Suku, Agama, Ras dan Antar Golongan), dan jenis kelamin.

Pertimbangan pada proses rekrutmen sepenuhnya memperhitungkan kemampuan dan kompetensi calon pegawai yang dibutuhkan untuk mengisi jabatan terkait. Pemenuhan kebutuhan karyawan melalui sumber internal maupun sumber eksternal, dilakukan dengan program atau jalur sebagai berikut:

1. *Online recruitment platform;*
2. *Employee Referral Program;*
3. *Executive Search/H eadHunter;*
4. *Career Website di Aladin website.*

Sepanjang tahun 2021, Bank telah merekrut sebanyak `163 (seratus enam puluh tiga) orang atau mengalami peningkatan sebanyak 121 (seratus dua puluh satu) orang dibandingkan rekrutmen tahun 2020 yang sebanyak 42 (empat puluh dua) orang. Peningkatan rekrutmen pegawai di tahun 2021 dibanding tahun 2020 disebabkan karena adanya perubahan arah bisnis yang sebelumnya adalah bank konvensional menjadi bank digital.

Kesetaraan *Gender* dan Kesempatan Kerja

Aladin Bank memberikan hak yang sama kepada setiap orang untuk mengikuti proses rekrutmen yang dijalankan Bank selama memenuhi persyaratan administratif yang ditentukan, tanpa membedakan *gender*. Begitu pun dengan program pendidikan atau pelatihan serta remunerasi dan program kesejahteraan karyawan, Bank menerapkan prinsip kesetaraan yaitu tidak membedakan berdasarkan jenis kelamin. Bank juga sangat peduli dengan program kesetaraan *gender* dan terus berupaya memberikan kesempatan kerja yang sama tanpa membeda-bedakan *gender*, untuk menempati posisi strategis sepanjang memiliki kompetensi dan integritas.

SDI Recruitment Program

Recruitment is carried out by the Human Capital and General Affairs Division in a professional manner to obtain employees who meet the required competency requirements in accordance with the transformation process carried out by the Bank to fill vacant or vacant workforce formations in order to ensure the continuity of the availability of employees to support the Bank's operations.

The Bank guarantees that the principles of Human Rights (HAM) are always upheld in every recruitment process that is carried out, by ensuring that there is no discrimination against elements of SARA (Ethnicity, Religion, Race and Inter-Group), and gender.

Considerations in the recruitment process fully take into account the abilities and competencies of prospective employees needed to fill related positions. Meeting the needs of employees through internal and external sources, is carried out with the following programs or pathways:

1. Online recruitment platforms;
2. Employee Referral Program;
3. Executive Search / HeadHunter;
4. Career Website on Aladin website.

Throughout 2021, the Bank has recruited 163 (one hundred and sixty three) people or an increase of 121 (one hundred twenty-one) people compared to the 2020 recruitment of 42 (forty two) people. The increase in employee recruitment in 2021 compared to 2020 is due to a change in the direction of business from conventional banks to digital banks.

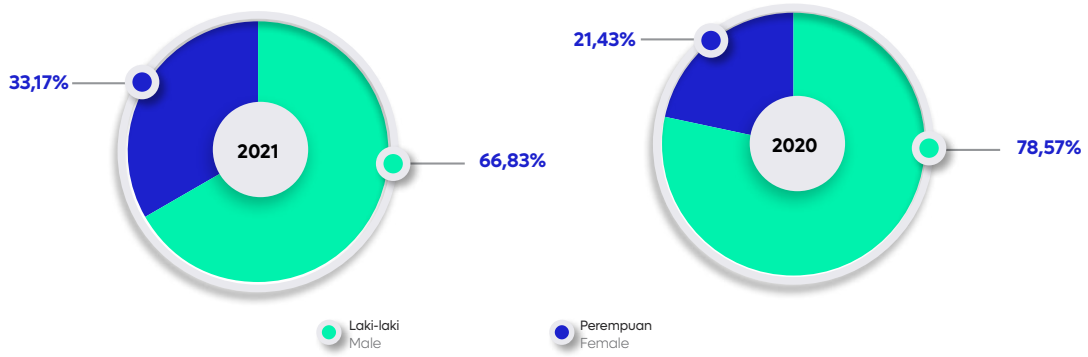
Gender Equality and Job Opportunities

Aladin Bank gives equal rights to everyone to participate in the recruitment process run by the Bank as long as it fulfills the specified administrative requirements, regardless of gender. Likewise with education or training programs as well as remuneration and employee welfare programs, the Bank applies the principle of equality, namely not discriminating based on gender. The Bank is also very concerned with the gender equality program and continues to strive to provide equal employment opportunities without discriminating against gender, to occupy strategic positions as long as they have competence and integrity.

Adapun komposisi karyawan Bank berdasarkan jenis kelamin untuk tahun 2020 dan 2021 adalah sebagai berikut.

The composition of the Bank's employees by gender for 2020 and 2021 is as follows.

Komposisi Karyawan Bank Berdasarkan Gender 2020-2021
Composition of Bank Employees by Gender 2020-2021



Program dan Kebijakan Pengembangan Kompetensi Karyawan

Program Pengembangan SDI dilakukan untuk menyediakan SDI yang memiliki kompetensi tinggi di tengah pemenuhan kebutuhan bank. bank mengikutkan karyawannya dalam berbagai program pendidikan atau pelatihan. program pendidikan atau pelatihan ini dilaksanakan guna meningkatkan dan mengembangkan kompetensi, keterampilan, dan sikap karyawan untuk tercapainya sasaran strategis Bank.

Di samping melakukan pendidikan dan pelatihan di dalam kelas, *Human Capital and General Affairs Division* juga menggelar Program Pelatihan dalam bentuk keterlibatan karyawan dalam aktivitas proyek di internal Bank yang sesuai dengan kebutuhan ekspansi bisnis.

Sepanjang tahun 2021, Bank telah meninvestasikan dana sebesar Rp819.356.739,- Untuk program pendidikan atau pelatihan yang dijalankan dengan jumlah peserta mencapai 581 (lima ratus delapan puluh satu) orang, dengan rincian sebagai berikut.

Employee Competency Development Programs and Policies

The Human Resources Development Program is carried out to provide human resources who have high competence in the midst of meeting the needs of banks. the bank enrolls its employees in various educational or training programs. This education or training program is implemented in order to improve and develop the competence, skills, and attitudes of employees to achieve the Bank's strategic objectives.

In addition to conducting in-class education and training, the Human Capital and General Affairs Division also held a Training Program in the form of employee involvement in project activities within the Bank in accordance with the needs of business expansion.

Throughout 2021, the Bank has invested Rp819,356,739 for education or training programs with a total number of participants reaching 581 (five hundred and eighty-one) people, with details as follows.

Program Pendidikan atau Pelatihan Tahun 2021
Education or Training Program year 2021

No	Jenis Pendidikan/Pelatihan Type of Education/Training	Jenis Jabatan Type of Position	Jumlah Peserta (orang) Number of participants (people)	Waktu Pelaksanaan Execution time	Penyelenggara Organizer	Biaya Cost (Rp)
1	Perbankan Syariah Syariah banking	PE & Staf PE & Staff	32	Januari 2021 January 2021	Muamalat Institute	17,500,000
2	Pelatihan Manajemen Risiko Level 1 Level 1 Risk Management Training	PE	1	Januari-21 January-21	Lembaga Efektif Pro Effective Institutions Pro	2,500,000
3	Ujian Manajemen Risiko Level 1 Level 1 Risk Management Exam	PE & Staf PE & Staff	2	Febuari-21 February-21	LSPP	1,200,000

No	Jenis Pendidikan/Pelatihan Type of Education/Training	Jenis Jabatan Type of Position	Jumlah Peserta (orang) Number of participants (people)	Waktu Pelaksanaan Execution time	Penyelenggara Organizer	Biaya Cost (Rp)
4	Ujian Manajemen Risiko Level 2 Level 2 Risk Management Exam	PE	1	Feb-21 February-21	LSPP	750,000
5	BSMR *Fast Track Level* 4	Calon Direktur Director Candidate	3	Mar-21 March-21	GPS Consulting	95,000,000
6	Eksekutif Perbankan Syariah Sharia Banking Executive	Calon Direktur Director Candidate	2	Mar-21 March-21	Muamalat Institute	1,200,000
7	Pelatihan *Online* Efektifitas Pengawasan Dewan Komisaris dalam Menjaga Kepatuhan Bank untuk Menuju Era Pengaturan *Principle Based* Online Training on the Effectiveness of Supervision of the Board of Commissioners in Maintaining Bank Compliance Towards the Era of Principle Based Regulation	Dewan Komisaris Board of Commissioners	3	Mar-21 March-21	FKDKP	1,530,612
8	Ujian BSMR Level 4 BSMR Level 4 Exam	Calon Direktur Director Candidate	3	Mar-21 March-21	FKDKP	9,000,000
9	Ujian *Online* BSMR *Fast Track* Tingkat 4 dan Level 1 BSMR Fast Track Level 4 and Level 1 Online Exams	Calon Direktur & Calon Komisaris Candidate Director & Candidate Commissioner	2	Apr-21 April-21	BSMR	3,750,000
10	Pelatihan BSMR Manajemen Risiko *Fast Track* Tingkat 4 Level 4 Fast Track Risk Management BSMR Training	Calon Direktur Director Candidate	1	Apr-21 April-21	GPS Consulting	35,000,000
11	Pelatihan Sertifikasi MR 1 a.n Nurdiaz Alvin MR 1 Certification Training a.n Nurdiaz Alvin	Calon Komisaris Commissioner Candidate	1	Apr-21 April-21	GPS Consulting	35,000,000
12	*Training Sharia Banking for Executive*	Calon Direktur & Calon Komisaris Candidate Director & Candidate Commissioner	2	Apr-21 April-21	Muamalat Institute	8,000,000
13	Ujian Manajemen Risiko Level 1 Level 1 Risk Management Exam	Staff	1	Apr-21 April-21	LSPKS	1,000,000
14	Sertifikasi Manajemen Risiko Level 2 Risk Management Certification Level 2	Calon Komisaris Commissioner Candidate	1	May-21	GPS Consulting	35,000,000
15	*Refreshment* Manajemen Risiko Level 3 Refreshment Risk Management Level 3	PE	1	May-21	IBI - BCC	2,000,000
16	Sertifikasi Manajemen Risiko Level 2 Risk Management Certification Level 2	Staff	1	May-21	Muamalat Institute	1,950,000
17	*Training* Perbankan Syariah Sharia Banking Training	Seluruh Karyawan All Employees	32	May-21	Muamalat Institute	17,500,000

No	Jenis Pendidikan/Pelatihan Type of Education/Training	Jenis Jabatan Type of Position	Jumlah Peserta (orang) Number of participants (people)	Waktu Pelaksanaan Execution time	Penyelenggara Organizer	Biaya Cost (Rp)
18	*Sharia Compliance*	Direksi, Komisaris, Calon Direktur & Calon Komisaris Directors, Commissioners, Candidates for Directors & Candidates for Commissioners	6	Jun-21 June-21	Internal	10,000,000
19	Ujian BSMR Level 2 BSMR Level 2 Exam	Calon Komisaris Commissioner Candidate	1	Jun-21 June-21	BSMR	750,000
20	*Refreshment* Manajemen Risiko Level 2 & 3 Refreshment Risk Management Level 2 & 3	Komisaris, PE & Staff Commissioner, PE & Staff	4	Jul-21 July-21	Muamalat Institute	12,000,000
21	*Refreshment* Manajemen Risiko Level 4 & 5 Refreshment Risk Management Level 4 & 5	Presiden Komisaris & Direktur President Commissioner & Director	4	Jun-21 June-21	Muamalat Institute	12,000,000
22	*Webinar Medical Doctor* - Covid19 *Talkshow*	Staff	140	Jul-21 July-21	Medical Doctor (Debryna Dewi Lumanauw)	3,587,500
23	*Training* Persiapan Uji *Fit&Proper* OJK OJK Fit&Proper Test Preparation Training	Calon Presiden Komisaris, Calon Presiden Direktur, Calon Direktur Candidate for President Commissioner, Candidate for President Director, Candidate for Director	5	Jul-21 July-21	Dakara Excellentia	30,000,000
24	Webinar Transformasi Perbankan Digital Webinar on Digital Banking Transformation	PE & Staff	2	Jul-21 July-21	FKDKP	1,020,408
25	*Training* Persiapan Uji *Fit&Proper* OJK OJK Fit&Proper Test Preparation Training	Calon Presiden Komisaris Candidate for President Commissioner	1	Aug-21 august-21	Dakara Excellentia	16,320,000
26	Ujian BSMR Level 1 BSMR Level 1 Exam	Calon Komisaris Independen Independent Commissioner Candidate	1	Aug-21 august-21	BSMR	756,500
27	Ujian BSMR Level 2 BSMR Level 2 Exam	Calon Komisaris Independen Independent Commissioner Candidate	1	Aug-21 august-21	BSMR	765,000
28	Ujian BSMR Level 2 (Remedial) BSMR Level 2 Exam (Remedial)	Calon Komisaris Independen Independent Commissioner Candidate	1	Sep-21	BSMR	750,000

No	Jenis Pendidikan/Pelatihan Type of Education/Training	Jenis Jabatan Type of Position	Jumlah Peserta (orang) Number of participants (people)	Waktu Pelaksanaan Execution time	Penyelenggara Organizer	Biaya Cost (Rp)
29	Pelatihan Sertifikasi MR BSMR Level 1 Tanggal 15 September 2021 MR BSMR Certification Training Level 1 On 15 September 2021	PE	3	Sep-21	BSMR	55,000,000
30	Program Refreshment Sertifikat Kompetensi Bidang *Treasury Dealer* Treasury Dealer Competency Certificate Refreshment Program	Direktur, PE & Staff Director, PE & Staff	3	Sep-21	Muamalat Institute	10,500,000
31	*Sharia Banking Program for Executive*	Calon Komisaris Independen & PE Independent Commissioner Candidate & PE	2	Aug-21	Muamalat Institute	8,000,000
32	Standart Audit Internal & Kode Etik Profesi Internal Audit Standards & Professional Code of Ethics	PE	1	Sep-21	Yayasan Pendidikan Internal Audit Internal Audit Education Foundation	2,000,000
33	Pembekalan dan Pendampingan Persiapan Uji Klarifikasi OJK (*fit & proper test*) Calon Pengurus Bank Debriefing and Assistance in Preparation for the OJK Clarification Test (fit and proper test) for Prospective Bank Management	Calon Direktur Director Candidate	3	Jun-21	Dakara Excellentia	9,180,000
34	Uji kompetensi Manajemen Risiko Risk Management competency test	Staff	3	Oct-21	LSPP	2,295,000
35	Pembayaran *Webinar Workshop* Pra-Ijtima Sanawi Team DPS Bank Aladin Payment for Pre-Ijtima Sanawi Workshop Webinar Team DPS Bank Aladin	DPS	2	Sep-21	MUI	3,000,000
36	Program *Refreshment* Sertifikasi Manajemen Risiko Risk Management Certification Refreshment Program	Staff	4	Oct-21	Banking Strategic Learning	8,550,000
37	*Training* Perbankan Syariah Sharia Banking Training	Staff	27	Oct-21	Muamalat Institute	17,000,000
38	*Training* Perbankan Syariah Sharia Banking Training	Staff	32	Oct-21	Muamalat Institute	17,000,000
39	Program *Refreshment* Sertifikasi Manajemen Risiko Risk Management Certification Refreshment Program	Staff	2	Oct-21	Banking Strategic Learning	4,750,000
40	Pelatihan *Qualified Internal Auditor* (QIA) tingkat manajerial Managerial level Qualified Internal Auditor (QIA) training	Staff	1	Oct-21	Yayasan Pendidikan Internal Audit (YPIA)	9,000,000
41	Acara *Wellness at Work* Wellness at Work Event	Staff	198	Oct-21	Rosdiana Setyaningrum	7,000,000
42	Pelatihan Sertifikasi Manajemen Risiko BSMR Level I BSMR Level I Risk Management Certification Training	Komite & Staff Committee & Staff	3	Oct-21	BSMR	56,100,000

No	Jenis Pendidikan/Pelatihan Type of Education/Training	Jenis Jabatan Type of Position	Jumlah Peserta (orang) Number of participants (people)	Waktu Pelaksanaan Execution time	Penyelenggara Organizer	Biaya Cost (Rp)
43	Pelatihan sertifikasi management risiko BSMR level 2 BSMR risk management certification training level 2	Calon Komisaris Commissioner Candidate	1	Oct-21	GPS Consulting	35,000,000
44	Sertifikasi management Risiko BSMR level 2 BSMR Risk management certification level 2	Calon Komisaris Commissioner Candidate	1	Oct-21	GPS Consulting	1,250,000
45	Pelatihan *Qualified Internal Auditor* (QIA) - Manajerial Level Qualified Internal Auditor (QIA) Training - Managerial Level	Staff	1	Nov-21	Yayasan Pendidikan Internal Audit (YPIA) Internal Audit Education Foundation (YPIA)	9,000,000
46	Pembayaran *Training* Training Payment	Calon Direksi Candidates for Directors	1	Nov-21	YPO	130,901,719
47	Uji Kompetensi Manajemen Risiko Risk Management Competency Test	Komite & Staff Committee & Staff	3	Oct-21	BSMR	2,250,000
48	Sertifikasi Management Risiko BSMR level 1 BSMR Risk Management Certification level 1	Komite & Staff Committee & Staff	3	Oct-21	BSMR	3,750,000
49	Pembayaran Biaya Investasi Pelatihan u/ Peningkatan kompetensi PT Bank Aladin Syariah,Tbk (Direksi) Payment of Training Investment Fees for Competency Improvement of PT Bank Aladin Syariah, Tbk (Directors)	Direksi Directors	2	Dec-21	Dakara Excellentia	52,000,000
50	Pembayaran *Workshop Empowering Team for Optimum Performance* Payment for Empowering Team Workshop for Optimum Performance	Staff	30	Nov-21	Fanny Dhaniswara & Desiree Muntu	20,000,000

Disamping itu, terdapat sejumlah SDI yang memiliki keahlian khusus di bidangnya, dalam rangka memperkuat dan meningkatkan pelayanan terhadap nasabah dan dapat memberikan kontribusi terbaik bagi para pemangku kepentingan.

In addition, there are a number of SDIs who have special expertise in their fields, in order to strengthen and improve services to customers and can provide the best contribution to stakeholders.

Berikut daftar SDI Bank yang memiliki keahlian khusus di bidangnya.

The following is a list of SDI Banks that have special expertise in their fields.

SDI Bank yang Memiliki Keahlian Khusus
SDI Bank with Special Skills

No	Nama	Jabatan	Jenis Pendidikan/Pelatihan	Masa Berlaku Sertifikasi	Penyelenggara
1	Mohammad Riza	Direktur Bisnis Business Director	*Refreshment* Sertifikasi *Treasury Level Advance* Advance Level Treasury Certification Refreshment	3 Tahun 3 years	Muamalat Institute/ IIGMA

No	Nama	Jabatan	Jenis Pendidikan/Pelatihan	Masa Berlaku Sertifikasi	Penyelenggara
2	Triana Yulianti	Treasury Head	*Refreshment* Sertifikasi *Treasury Level Advance* Advance Level Treasury Certification Refreshment	3 Tahun 3 years	Muamalat Institute/ IIGMA
3	Edi Rahardjo	Senior Dealer	*Refreshment* Sertifikasi *Treasury Level Basic* Treasury Certification Refreshment Level Basic	3 Tahun 3 years	Muamalat Institute/ IIGMA
4	Senof Gremaldy	Internal Audit Head	Standar Audit Internal – Kode Etik Profesi Internal Audit Standards – Professional Code of Ethics	Tidak ada batas tanggal berlaku No expiration date	Yayasan Pendidikan Internal Audit (YPIA) Internal Audit Education Foundation (YPIA)
5	Senof Gremaldy	Internal Audit Head	Pelatihan *Qualified internal Auditor* (QIA) - Manajerial Level Qualified Internal Auditor (QIA) Training - Managerial Level	3 Tahun 3 years	Yayasan Pendidikan Internal Audit (YPIA) Internal Audit Education Foundation (YPIA)

Program Penilaian Kinerja Karyawan

Bank melakukan program pengukuran kinerja secara berkala sesuai dengan *Key Performance Indicator* (KPI) yang telah ditetapkan. Implementasi penilaian kinerja karyawan menjadi sarana pengembangan diri bagi karyawan sekaligus sarana bagi Bank untuk mengevaluasi efektivitas sistem-sistem dan kebijakan-kebijakan yang berlaku di Bank. Pelaksanaan pengukuran kinerja menghasilkan rekomendasi-rekomendasi yang nantinya berperan menjadi acuan bagi karyawan maupun Bank dalam menciptakan kinerja yang lebih baik.

Metode yang digunakan merupakan *objectives* dan *Key Performance Indicator* (KPI) untuk pengelolaan kinerja. KPI perusahaan diturunkan secara bertahap dari Direksi kemudian diberikan pada masing-masing individu di perusahaan.

Objectives dan KPI kinerja memberikan fokus kepada pekerjaan seorang Karyawan, yang memastikan tindakan yang dilakukan dalam pekerjaan adalah bertujuan mencapai hasil akhir sesuai yang diharapkan di atas.

Tujuan/*objectives* yang efektif harus spesifik, terukur, relevan terhadap posisi, level dan *grade* Karyawan saat ini, dapat dicapai dalam waktu tertentu, dan juga harus cukup fleksibel untuk bisa mengakomodasi perubahan bisnis yang mungkin terjadi sepanjang tahun berjalan.

Tujuan/*objectives* Karyawan ini akan diturunkan dari Atasan dan sejalan dengan tujuan tahunan Perusahaan atau Rencana Bisnis Bank dan juga visi serta misi Perusahaan.

Karyawan yang berhak dan atasan langsung akan mendiskusikan serta menyetujui *objectives* bisnis dan fokus pengembangan individu untuk tahun selanjutnya, dan baik Karyawan maupun atasan langsung bersama-sama berkomitmen terhadap *objective* ini. *Objective* harus

Employee Performance Assessment Program

The Bank conducts a performance measurement program on a regular basis in accordance with the established Key Performance Indicators (KPI). Implementation of employee performance appraisal is a means of self-development for employees as well as a means for the Bank to evaluate the effectiveness of the systems and policies that apply in the Bank. The implementation of performance measurement produces recommendations which will later serve as a reference for employees and the Bank in creating better performance.

The method used is objectives and Key Performance Indicators (KPI) for performance management. The company's KPIs are derived gradually from the Directors and then given to each individual in the company.

Performance Objectives and KPIs give focus to the work of an Employee, which ensures that the actions taken on the job are aimed at achieving the end results as expected above.

Effective goals/objectives must be specific, measurable, relevant to the current employee's position, level and grade, achievable within a certain time, and must also be flexible enough to accommodate business changes that may occur during the year.

These employee goals/objectives will be derived from the superiors and in line with the company's annual goals or the Bank's business plan as well as the company's vision and mission.

Eligible employees and their immediate supervisor will discuss and agree on the business objectives and individual development focus for the following year, and both the employee and the direct supervisor are jointly committed to these objectives. Objectives must be documented

didokumentasikan dengan mekanisme yang disediakan oleh *Human Capital*; dokumen ini bertujuan untuk dasar peninjauan dan pengelolaan kinerja.

with the mechanism provided by Human Capital; This document is intended as a basis for reviewing and managing performance.

Skala *Rating* yang Digunakan
Rating Scale Used

Skala *Rating* Rating Scale	Keterangan Information
5	Tidak memenuhi target (*not meeting expectations*) Not meeting the target (not meeting expectations)
4	Memenuhi sebagian target (*partially met expectations*) Partially met the target (partially met expectations)
3	Memenuhi target (*met expectations*) Meet the target (met expectations)
2	Secara konsisten melebihi target (*consistenly exceeding expectations*) Consistently exceeding targets (consistently exceeding expectations)
1	Secara konsisten menunjukan kinerja luar biasa (*consistenly exceptional*) Consistently show outstanding performance (consistently exceptional)

Pelaksanaan program penilaian atas unjuk kerja dan kompetensi karyawan selanjutnya digunakan sebagai pertimbangan atas remunerasi dan pengembangan kompetensi karyawan yang bersangkutan. Di mana, remunerasi karyawan dilaksanakan secara adil dan transparan sesuai dengan ketentuan yang berlaku. Pada tahun 2021, Bank telah melaksanakan program penilaian kinerja terhadap 152 (seratus lima puluh dua) karyawan dengan hasil mayoritas karyawan (lebih dari 50% populasi) memenuhi target yang ditetapkan, sementara 35% dari karyawan melebihi dari target yang ditetapkan secara konsisten ataupun *outstanding*, dan 15% karyawan belum memenuhi target yang ditetapkan, baik sebagian maupun seluruhnya. Hasil penilaian kerja ini menjadi dasar untuk pengembangan karyawan di tahun selanjutnya, dan juga dasar untuk memberikan penghargaan kepada karyawan. Hal ini memperlihatkan bahwa Bank telah menerapkan pengelolaan kinerja sesuai dengan apa yang telah ditetapkan.

The implementation of the evaluation program on employee performance and competence is then used as a consideration for the remuneration and competency development of the employee concerned. Where, employee remuneration is carried out fairly and transparently in accordance with applicable regulations. In 2021, the Bank has implemented a performance appraisal program for 152 (one hundred and fifty-two) employees with the result that the majority of employees (more than 50% of the population) met the set targets, while 35% of employees exceeded the set targets consistently or outstandingly, and 15% of employees have not met the targets set, either partially or completely. The results of this work assessment become the basis for employee development in the following year, and also the basis for giving awards to employees. This shows that the Bank has implemented performance management in accordance with what has been determined.

Manajemen Karier

Pada tahun 2021, sekitar hampir 90% karyawan Bank adalah karyawan yang baru direkrut. Program pengembangan karier yang dilakukan di tahun 2021 untuk seluruh karyawan Bank adalah *on the job training*, dilengkapi dengan pelatihan wajib sesuai level dan posisi masing-masing karyawan. Hal ini bersama dengan program pengelolaan kinerja akan menjadi dasar pengembangan karir dan suksesi di tahun-tahun mendatang.

Career Management

By 2021, approximately nearly 90% of the Bank's employees are newly recruited employees. The career development program carried out in 2021 for all Bank employees is on the job training, complemented by mandatory training according to the level and position of each employee. This together with the performance management program will form the basis for career development and succession in the years to come.

Program Pensiun

Sebagai bentuk tanggung jawab Bank terhadap pegawai, Bank sangat memperhatikan kesejahteraan para pegawai secara komprehensif, tak terkecuali bagi pegawai yang akan memasuki masa purna bakti. Bank telah mempersiapkan berbagai program masa purna bakti yang membantu pegawai dalam mempersiapkan masa pensiunnya, baik secara mental maupun finansial.

Retirement Program

As a form of the Bank's responsibility towards employees, the Bank is very concerned about the welfare of employees comprehensively, not least for employees who will enter their retirement period. The Bank has prepared various retirement programs that assist employees in preparing for retirement, both mentally and financially.

Batas usia kerja Pekerja PT Bank Aladin Syariah Tbk maksimum ditetapkan 56 (lima puluh enam) tahun. Pekerja yang telah mencapai batas usia 56 (lima puluh enam) tahun akan diakhiri hubungan kerjanya dengan diberikan uang pesangon, uang penghargaan masa kerja dan penggantian hak sesuai Peraturan Perundangan yang berlaku.

Program Keselamatan, Kesehatan Kerja dan Lingkungan

Lingkungan kerja yang aman merupakan salah satu faktor yang penting bagi karyawan agar dapat menjalankan pekerjaannya dengan nyaman. Keamanan lingkungan kerja menjadi faktor yang diperhatikan oleh Bank. Hal tersebut diwujudkan melalui beberapa fasilitas alat keselamatan kerja yang telah tersedia seperti alat untuk mengantisipasi kebakaran atau APAR. Bank juga senantiasa memperhatikan kesehatan karyawan melalui pemberian sejumlah fasilitas, baik untuk menjaga kesehatan maupun untuk pengobatan sebagai layanan medis. Selain itu, Bank juga telah mendaftarkan seluruh karyawan beserta keluarganya untuk mengikuti Program Kepersertaan Badan Penyelenggara Jaminan Sosial (BPJS) Kesehatan sesuai yang diamanatkan Pemerintah. Bank juga mematuhi kewajiban terhadap Pemerintah dengan memberikan perlindungan terhadap karywan dengan mengikutsertakan Program Badan Penyelenggara Jaminan Sosial (BPJS) Ketenagakerjaan.

Di samping itu, Bank telah memenuhi peraturan di bidang ketenagakerjaan, antara lain pemberian standar gaji memenuhi ketentuan upah minimum, pembayaran gaji dan THR tepat waktu, program Jamsostek untuk seluruh karyawan, program BPJS/fasilitas kesehatan untuk seluruh karyawan, pembayaran lembur diberikan kepada karyawan pada tingkat pelaksana, hak-hak cuti karyawan telah diatur di dalam Peraturan Perusahaan dan pembuatan buku Peraturan Perusahaan.

Bank juga telah mendapatkan pengesahan Peraturan Perusahaan berdasarkan Surat Keputusan Kepala Dinas Tenaga Kerja, Transmigrasi dan Energi Provinsi DKI Jakarta No. 2208 Tahun 2020 tentang Pengesahan Peraturan Perusahaan tanggal 15 September 2020 dan berlaku sampai dengan tanggal 14 September 2022.

Kesejahteraan Karyawan

Pemenuhan kesejahteraan pegawai menjadi suatu kewajiban bagi Bank untuk dapat memenuhinya agar tercipta lingkungan kerja yang kondusif. Adapun pemenuhan kesejahteraan pegawai bertujuan untuk dapat memotivasi dan meningkatkan keterikatan pagawai agar dapat secara terus menerus memberikan kinerja yang optimal, serta mendukung visi, misi, dan strategi Bank.

The maximum working age limit for PT Bank Aladin Syariah Tbk employees is 56 (fifty six) years. Workers who have reached the age limit of 56 (fifty six) years, their employment relationship will be terminated by being given severance pay, gratuity for years of service and compensation in accordance with applicable laws and regulations.

Occupational Safety, Health and Environment Program

A safe work environment is one of the important factors for employees to be able to carry out their work comfortably. The safety of the work environment is a factor that is considered by the Bank. This is realized through a number of work safety equipment facilities that are already available, such as tools to anticipate fires or fire extinguishers. The Bank also always pays attention to the health of employees by providing a number of facilities, both for maintaining health and for treatment as medical services. In addition, the Bank has also registered all employees and their families to take part in the Health Social Security Administering Body (BPJS) Participation Program as mandated by the Government. The Bank also complies with obligations to the Government by providing protection for employees by participating in the Employment Social Security Administering Agency (BPJS) Program.

In addition, the Bank has complied with regulations in the field of employment, including the provision of standard salaries to meet the minimum wage requirements, timely payment of salaries and THR, Jamsostek program for all employees, BPJS program/health facilities for all employees, overtime payments given to employees on At the executive level, employee leave entitlements have been regulated in the Company Regulations and in the Company Regulations book.

The Bank has also obtained the approval of a Company Regulation based on the Decree of the Head of the Department of Manpower, Transmigration and Energy of DKI Jakarta Province No. 2208 of 2020 concerning the Ratification of Company Regulations dated September 15, 2020 and valid until September 14, 2022.

Employee welfare

The fulfillment of employee welfare is an obligation for the Bank to be able to fulfill it in order to create a conducive work environment. The fulfillment of employee welfare aims to motivate and increase employee engagement so that they can continuously provide optimal performance, as well as support the Bank's vision, mission and strategy.

Dalam pemberian gaji dan upah Bank senantiasa mempertimbangkan prinsip *fairness* (keadilan) dan *competitiveness* (kompetitif) yang disesuaikan peraturan pengupahan pegawai berdasarkan ketentuan Upah Minimum Provinsi/Kabupaten/Kota (UMP/K) wilayah masing-masing unit kerja Bank yang ditetapkan oleh Pemerintah.

In providing salaries and wages, the Bank always considers the principles of fairness (fairness) and competitiveness (competitiveness) which is adjusted to the wage regulations for employees based on the provisions of the Provincial/Regency/City Minimum Wage (UMP/K) for each Bank's work unit determined by the Government.

Berikut jumlah remunerasi yang diberikan kepada pegawai untuk tahun 2021 dan tahun 2020.

The following is the amount of remuneration given to employees for 2021 and 2020.

Jumlah Remunerasi yang diberikan kepada pegawai 2021-2020
Amount of Remuneration given to employees 2021-2020

Jumlah Remunerasi Pegawai Tahun 2021 **Rp81.059.237.957,-** Total Employee Remuneration in 2021 Rp81.059.237.957,-	→	**Diberikan untuk** **199 karyawan** Awarded for 199 employees
Jumlah Remunerasi Pegawai Tahun 2020 **Rp5.959.456.149,-** Total Employee Remuneration in 2020 Rp5.959.456.149,-	→	**Diberikan untuk** **42 karyawan** Awarded for 42 employees

Selain itu, Bank juga mendaftarkan semua karyawan dalam Program Jaminan Sosial sesuai Pasal 19 UU 40 tahun 2004 tentang Sistem Jaminan Sosial Nasional. Berikut Jaminan Sosial yang diterima masing-masing karyawan:

1. Jaminan Hari Tua (JHT);
2. Jaminan Kecelakaan Kerja (JKK);
3. Jaminan Kematian (JKM);
4. Jaminan Pensiun (JP); dan
5. Jaminan Pemeliharaan Kesehatan (JPK).

In addition, the Bank also enrolls all employees in the Social Security Program in accordance with Article 19 of Law 40 of 2004 concerning the National Social Security System. The following is the Social Security received by each employee:

1. Old Age Security (JHT);
2. Work Accident Insurance (JKK);
3. Death Insurance (JKM);
4. Pension Guarantee (JP); and
5. Health Care Insurance (JPK).

Pengelolaan Hubungan Industrial

Pengelolaan hubungan industrial bertujuan menciptakan hubungan yang aman dan harmonis antara pihak-pihak yang terlibat dalam kegiatan usaha maupun operasional Bank sehingga dapat meningkatkan produktivitas bagi Bank. Prinsip yang dipegang teguh oleh Bank adalah profesional, harmonis dan transparan serta menjunjung tinggi hak dan kewajiban bagi semuan insan Bank. Bank berupaya membangun hubungan ketenagakerjaan yang sehat sesuai dengan aturan yang berlaku sebagaimana yang diatur dalam Undang-Undang No. 13 Tahun 2003 tentang Ketenagakerjaan.

Industrial Relations Management

The management of industrial relations aims to create a safe and harmonious relationship between the parties involved in the business activities and operations of the Bank so as to increase productivity for the Bank. The principles that are firmly held by the Bank are professional, harmonious and transparent and uphold the rights and obligations of all Bank personnel. The Bank seeks to build a healthy employment relationship in accordance with the applicable regulations as regulated in Law no. 13 of 2003 concerning Manpower.

Strategi Pengelolaan dan Pengembangan SDI ke Depan

Ke depannya, strategi pengelolaan dan pengembangan sumber daya insani akan terus memfokuskan pada peningkatan kualitas SDI dan menyiapkan pipeline untuk sumber daya manusia di berbagai level. Hal ini akan dilakukan dengan menerapkan strategi hiring yang lebih terfokus serta manajemen kinerja dan talenta, menerapkan dan memperkuat strategi rewards yang inovatif dan meningkatkan *engagement* di antara karyawan.

Strategy for Management and Development of Human Resources in the Future

Going forward, the human resource management and development strategy will continue to focus on improving the quality of human resources and preparing pipelines for human resources at various levels. This will be done by implementing a more focused hiring strategy as well as performance and talent management, implementing and strengthening innovative rewards strategies and increasing engagement among employees.

Teknologi Informasi
Teknologi Informasi

Aladin Bank terus melakukan pengembangan teknologi informasi yang berkesinambungan untuk mendukung Rencana Bisnis Bank sebagai *bank digital*. Tahun 2021 merupakan tahun yang sangat penting, di mana Bank melakukan banyak pengembangan teknologi informasi yang bersifat strategis yang menjadi fundamental terhadap pertumbuhan Aladin Bank di masa mendatang.

Dalam upayanya tersebut, Aladin Bank didukung oleh penerapan strategi yang tepat di bidang tata kelola, serta penguatan terhadap sumber daya manusia serta struktur organisasi yang mendukung visi dan misi Divisi Teknologi Informasi.

Aladin Bank continues to develop sustainable information technology to support the Bank's Business Plan as a digital bank. The year 2021 is a very important year, in which the Bank carries out many strategic information technology developments that are fundamental to Aladin Bank's future growth.

In this effort, Aladin Bank is supported by the implementation of appropriate strategies in the field of governance, as well as strengthening of human resources and organizational structures that support the vision and mission of the Information Technology Division.

VISI

Menjadi mitra bagi seluruh *stakeholder* dengan mengedepankan teknologi tepat guna dan layanan berkelas dunia.

MISI

1. Mendorong secara aktif budaya internal dalam inovasi teknologi
2. Menjadi pendorong terdepan dalam meningkatkan daya saing produk dan daya saing Bank secara umum dengan penerapan teknologi tepat guna
3. Partisipasi aktif dalam meningkatkan literasi perbankan serta adopsi teknologi digital dalam perbankan Syariah

VISION

Become a partner for all stakeholders by prioritizing appropriate technology and world-class services.

MISSION

1. Actively encourage internal culture in technological innovation
2. To become the leading driver in increasing product competitiveness and the competitiveness of the Bank in general with the application of appropriate technology
3. Active participation in improving banking literacy and adoption of digital technology in Islamic banking

KOMITMEN DAN KEBIJAKAN

Mengingat pesatnya kemajuan teknologi digital, terutama pada industri jasa keuangan, menuntut Bank untuk meningkatkan pelayanan melalui penerapan teknologi informasi canggih yang lebih efektif, aman dan terkendali dalam proses transaksi sehari-hari. Hal ini dilakukan demi memberikan kemudahan dan kenyamanan bagi nasabah dalam berinteraksi dengan layanan perbankan.

Kepuasan atas pelayanan adalah faktor utama untuk diperhatikan untuk bisnis jasa perbankan syariah. Fokus utama dari teknologi informasi adalah untuk menyederhanakan dan memangkas waktu proses sehingga dapat memberikan pelayanan dan pengalaman yang lebih memuaskan kepada nasabah dengan terus berupaya mengaplikasikan solusi teknologi termutakhir dalam sistem perusahaan.

Transformasi Bank yang terjadi di tahun 2021 menuntut transformasi secara mendasar terhadap upaya pengelolaan teknologi informasi. Dalam upaya untuk mewujudkan visinya, Bank berupaya melakukan transformasi dengan meletakan dasar yang kuat menjadi 3 besaran inisiatif sebagai berikut:

1. Transformasi kebijakan dan tata kelola TI yang mendukung model bisnis bank digital.
2. Transformasi struktur organisasi TI yang mampu menghidupkan semangat inovasi yang berkelanjutan.
3. Transformasi teknologi dan infrastruktur dasar untuk menunjang kolaborasi berbasis teknologi dan *digital banking*.

Melalui dukungan teknologi informasi, diharapkan tercapai pertumbuhan usaha yang lebih baik dan berkesinambungan, serta memudahkan Bank untuk melakukan perencanaan, pengawasan, pengarahan dan pendelegasian kerja, dan meningkatkan kualitas SDI karena unit sistem kerja yang terkoordinasi dan sistematis, serta meningkatkan produktivitas dan mendukung layanan operasional.

COMMITMENTS AND POLICIES

Given the rapid advancement of digital technology, especially in the financial services industry, it requires the Bank to improve services through the application of advanced information technology that is more effective, secure and controlled in the daily transaction process. This is done in order to provide convenience and comfort for customers in interacting with banking services.

Satisfaction with service is the main factor to be considered for the sharia banking service business. The main focus of information technology is to simplify and reduce processing time so as to provide a more satisfying service and experience to customers by continuously applying the latest technological solutions in the company's systems.

The Bank's transformation in 2021 requires a fundamental transformation of information technology management efforts. In an effort to realize its vision, the Bank seeks to transform by laying a solid foundation into 3 initiatives as follows:

1. Transformation of IT policies and governance that support the digital bank business model.
2. The transformation of the IT organizational structure that is able to revive the spirit of continuous innovation.
3. Transformation of technology and basic infrastructure to support technology-based collaboration and digital banking.

Through the support of information technology, it is hoped that better and more sustainable business growth will be achieved, as well as facilitate the Bank to plan, supervise, direct and delegate work, and improve the quality of human resources due to a coordinated and systematic work system unit, as well as increasing productivity and supporting operational services.

STRATEGI PENGELOLAAN TEKNOLOGI INFORMASI

Dalam menjalankan program kerja teknologi informasi, Aladin Syariah memegang prinsip-prinsip dasar sebagai berikut:

1. *Best of Breed Technology*
   Untuk bisa memberikan produk dan layanan terbaik bagi nasabah, Aladin Syariah percaya bahwa diperlukan teknologi terbaik yang umumnya berasal dari berbagai kombinasi solusi dan penyedia teknologi yang beragam. Aladin Syariah memilih teknologi terbaik dari berbagai sumber dan memadukannya untuk kepentingan dan kepuasan nasabah.
2. *Collaborative and Interconnected*
   Teknologi informasi semakin maju yang didukung dengan tingkat *technology savviness* dari pengguna yang terus meningkat. Berbagai layanan yang sebelumnya bersifat tradisional, berkembang pesat dengan adanya dukungan teknologi dan secara mudah bisa di akses oleh pengguna melalui *mobile phone*. Aladin Syariah percaya bahwa dengan melakukan kolaborasi antar penyedia layanan maka inklusi keuangan akan semakin berkembang. Oleh karenanya, interkonektivitas antar *system* sangat diperlukan sehingga bisa membawa bank semakin dekat dengan nasabah dan *ecosystem* di sekitarnya
3. *Agile and Innovative*
   Transaksi dan sistem pembayaran akan tetap menjadi dasar aktivitas dari perbankan, namun dengan berkembangnya layanan teknologi dan semakin bervariasinya cara, jenis dan tujuan transaksi yang tumbuh dalam masyarakat, Aladin Syariah percaya bahwa Bank harus bisa tangkas (*agile*) dalam mengakomodasi berbagai variasi kebutuhan yang berbeda-beda tersebut, sehingga tetap relevan dengan kebutuhan nasabah. Aladin Syariah juga percaya bahwa selalu diperlukan cara-cara baru agar teknologi informasi bisa membawa manfaat lebih kepada nasabah. Oleh karenanya Aladin Syariah akan terus memperkuat SDI untuk bisa terus mengembangkan teknologi secara mandiri untuk mendukung hal ini.
4. *Scalable and Resilient*
   Sebagai bank yang mengedepankan konsep digital dalam berbagai aspek produk dan layanannya, Aladin Syariah percaya bahwa sistem harus bisa bertumbuh secara cepat terutama dalam hal performa layanan sehingga kepuasan dan kenyamanan nasabah bisa terus terjaga.

INFORMATION TECHNOLOGY MANAGEMENT STRATEGY

In carrying out the information technology work program, Aladin Bank holds the following basic principles:

1. Best of Breed Technology
   To be able to provide the best products and services for customers, Aladin Bank believes that the best technology is needed which generally comes from various combinations of solutions and various technology providers. Aladin Bank selects the best technology from various sources and combines it for the benefit and satisfaction of customers.
2. Collaborative and Interconnected
   Information technology is increasingly advanced which is supported by the increasing level of technology savvy from users. Various services that were previously traditional, are growing rapidly with the support of technology and can be easily accessed by users via mobile phones. Aladin Bank believes that by collaborating between service providers, financial inclusion will continue to grow. Therefore, interconnectivity between systems is very necessary so that it can bring banks closer to customers and the surrounding ecosystem
3. Agile and Innovative
   Transactions and payment systems will remain the basis of banking activities, however, with the development of technology services and the increasing variety of ways, types and purposes of transactions that grow in society, Aladin Bank believes that the Bank must be agile in accommodating various variations of different needs. these differences, so that they remain relevant to customer needs. Aladin Bank also believes that new ways are always needed so that information technology can bring more benefits to customers. Therefore, Aladin Bank will continue to strengthen SDI to be able to continue to develop technology independently to support this.
4. Scalable and Resistant
   As a bank that prioritizes digital concepts in various aspects of its products and services, Aladin Bank believes that the system must be able to grow rapidly, especially in terms of service performance so that customer satisfaction and convenience can be maintained.

Tata Kelola Teknologi Informasi

Bank menerapkan manajemen risiko secara efektif dan bertahap sesuai ketentuan POJK No. 38/POJK.03/2016 tentang Penerapan Manajemen Risiko dalam Penggunaan Teknologi Informasi oleh Bank Umum, serta Surat Edaran OJK (SEOJK) No. 21/SEOJK.03/2017 tentang Penerapan Manajemen Risiko dalam Penggunaan Teknologi Informasi oleh Bank Umum. Dalam penerapan manajemen risiko tersebut, Bank senantiasa melakukan Langkah-langkah sebagai berikut:

1. Pengawasan aktif oleh Dewan Komisaris dan Direksi atas pengembangan Teknologi Informasi (TI).
2. Mengembangkan dan menyempurnakan kebijakan, standar dan prosedur TI.
3. Mengembangkan proses identifikasi, pengukuran, pemantauan dan pengendalian risiko penggunaan TI.
4. Melakukan sistem pengendalian intern atas penggunaan TI.
5. Membangun dan mengembangkan perangkat pendukung manajemen risiko.
6. Melakukan evaluasi profil risiko teknologi informasi secara berkala.
7. Perancangan dan penerapan Program IT *Risk and Security Awareness* yang menjadi semakin penting sejalan dengan rencana bisnis.

Aladin Syariah menjalankan komitmen dalam pelaksanaan Tata Kelola TI serta sistem pengawasan lainnya dengan membentuk departemen Infosec & GRC. Memahami pentingnya kerahasiaan dan pengamanan informasi, Aladin Syariah menetapkan penguatan keamanan informasi sebagai salah satu program strategis yang dijalankan secara bersamaan dan serentak dengan program-program strategis lainnya.

Secara rutin, Aladin Syariah menyelenggarakan pertemuan IT *Steering Committee* (ITSC) sebagai bagian dari Komite Eksekutif yang berfungsi untuk memastikan kesesuaian jalannya pengembangan TI dengan rencana strategis yang telah ditetapkan, serta kepatuhan terhadap kebijakan, standar dan prosedur yang telah ditetapkan.

Information Technology Governance

The Bank implements risk management effectively and gradually in accordance with the provisions of POJK No. 38/POJK.03/2016 concerning the Application of Risk Management in the Use of Information Technology by Commercial Banks, as well as OJK Circular Letter (SEOJK) No. 21/SEOJK.03/2017 concerning the Application of Risk Management in the Use of Information Technology by Commercial Banks. In implementing the risk management, the Bank always takes the following steps:

1. Active supervision by the Board of Commissioners and the Board of Directors on the development of Information Technology (IT).
2. Develop and improve IT policies, standards and procedures.
3. Develop a process for identifying, measuring, monitoring and controlling the risk of using IT.
4. Implement an internal control system over the use of IT.
5. Build and develop risk management support tools.
6. Evaluate the information technology risk profile on a regular basis.
7. Design and implementation of the IT Risk and Security Awareness Program which is becoming increasingly important in line with the business plan.

Aladin Bank is committed to implementing IT Governance and other supervisory systems by establishing the Infosec & GRC department. Understanding the importance of confidentiality and information security, Aladin Bank has determined the strengthening of information security as one of the strategic programs that is carried out simultaneously and simultaneously with other strategic programs.

Routinely, Aladin Bank holds IT Steering Committee (ITSC) meetings as part of the Executive Committee whose function is to ensure the conformity of IT development with the strategic plan that has been set, as well as compliance with established policies, standards and procedures.

PENGELOLA SISTEM TEKNOLOGI INFORMASI BANK

Organisasi TI Aladin Syariah saat ini berada langsung di bawah koordinasi Presiden Direktur. Divisi Teknologi Informasi bertanggung jawab penuh dalam mengelola TI Bank.

BANK INFORMATION TECHNOLOGY SYSTEM MANAGER

Aladdin Bank's IT organization is currently directly under the coordination of the President Director. The Information Technology Division is fully responsible for managing the Bank's IT.

PROGRAM STRATEGIS TAHUN 2021

Melanjutkan rencana strategis yang telah ditetapkan sebelumnya, program strategis tahun 2021 dapat dikelompokkan kedalam 3 hal besar sebagai berikut:

1. Pengembangan Infrastruktur Dasar
   a. Pengembangan infrastruktur Data Center dengan teknologi *Cloud* untuk mendukung kecepatan implementasi serta pencapaian skalabilitas dari layanan digital;
   b. Penerapan praktik *Devops* untuk mendukung *life-cycle* implementasi yang lebih singkat, mengikuti kebutuhan layanan digital yang semakin *demanding;*
   c. Pengembangan aplikasi *Performance Monitoring* dan *Automatic Alerting* untuk memantau performa layanan dalam rangka terus melakukan *fine-tuning* terhadap kecepatan layanan serta deteksi proaktif terhadap potensi gangguan.

2. Pengembangan *Digital Banking*
   a. Pergantian *Core Banking System* dengan generasi baru yang berfokus pada konsep *API-first* sehingga bisa mendukung interkonektivitas dan fleksibilitas pengembangan produk digital ke depannya;
   b. Pengembangan *Core Switching* untuk mendukung interkoneksi ke banyak sistem pembayaran yang berlaku secara nasional seperti ATM dan Debit GPN;
   c. Pengembangan *Mobile Banking* sebagai antarmuka utama layanan digital, yang akan menjadi cikal bakal super-app dari layanan Digital Bank;
   d. Penerapan *Big Data* dalam pengelolaan informasi untuk keperluan analisa dan pengambilan keputusan.
3. Penguatan Keamanan Informasi
   a. Penerapan *Web Application Firewall* untuk melindungi layanan *Mobile Banking* dari serangan *cyber*;
   b. Pengembangan SIEM (*Security Information & Event Management*) untuk mendeteksi aktivitas-aktivitas yang bisa berpotensi pada insiden keamanan;
   c. Pengembangan sentralisasi *Identity Management* terkait dengan identifikasi, autentikasi dan otorisasi akses terhadap aset TI sebagai bagian dari langkah perlindungan informasi.

2021 STRATEGIC PROGRAM

Continuing the strategic plan that has been set previously, the strategic program in 2021 can be grouped into 3 major things as follows:

1. Basic Infrastructure Development
   a. Development of Data Center infrastructure with Cloud technology to support the speed of implementation and achieve scalability of digital services;
   b. Implementing Devops practices to support shorter implementation life-cycles, following the increasingly demanding needs of digital services;
   c. Development of Performance Monitoring and Automatic Alerting applications to monitor service performance in order to continuously fine-tune service speed and proactively detect potential disturbances.

2. Development of Digital Banking
   a. Replacement of the Core Banking System with a new generation that focuses on the API-first concept so that it can support interconnectivity and flexibility in developing digital products in the future;
   b. Development of Core Switching to support interconnection to many nationally applicable payment systems such as ATM and GPN Debit;
   c. Development of Mobile Banking as the main interface for digital services, which will become the forerunner of the super-app of Digital Bank services;
   d. Application of Big Data in information management for analysis and decision making purposes.

3. Strengthening Information Security
   a. Implementation of a Web Application Firewall to protect Mobile Banking services from cyber attacks;
   b. Development of SIEM (Security Information & Event Management) to detect activities that could potentially lead to security incidents;
   c. Development of centralized Identity Management related to identification, authentication and authorization of access to IT assets as part of information protection measures.

PROGRAM ATAU RENCANA PENGELOLAAN DAN PENGEMBANGAN TI KE DEPAN

Dengan terbentuknya fundamental teknologi informasi yang kuat di tahun 2021, pengembangan di tahun-tahun mendatang akan menyelaraskan dengan rencana bisnis bank selanjutnya. Sebagai bank digital, Aladin Syariah terus fokus kepada pengembangan ecosystem bisnis yang mengedepankan kolaborasi dan interkoneksi.

Pada tahun 2022, Aladin Syariah akan fokus pada pengembangan TI yang menitik beratkan kepada beberapa hal sebagai berikut:

1. Penguatan *Mobile Banking* dengan berbagai fitur dan layanan digital sesuai kebutuhan nasabah
2. Membuka kemampuan interkonektivitas dan kolaborasi dengan mitra bisnis lainnya melalui penerapan *Open* API
3. Mengembangkan layanan digital untuk nasabah korporasi
4. Mendukung pengembangan produk-produk pembiayaan syariah secara digital
5. Memperkaya pilihan sistem pembayaran baik yang berlaku secara nasional seperti BI-Fast dan QRIS, maupun opsi transaksi tertutup dengan pola kemitraan
6. Melanjutkan penguatan infrastruktur TI dengan mengedepankan prinsipal high *availability, scalability* dan *resiliency*.
7. Melanjutkan penguatan pengamanan informasi serta resilience terhadap potensi *cyber-attack*
8. Melanjutkan digitalisasi dan automasi proses internal di berbagai unit kerja

Aladin Syariah terus mengembangkan inovasi bisnis yang lebih baik dengan fokus pada tiga aspek yaitu SDM, teknologi, dan proses. Seluruh inisiatif ini memungkinkan Aladin Syariah untuk beradaptasi dengan baik dalam menghadapi dinamika trend transaksi dan kebutuhan nasabah di era digital ini.

FUTURE IT MANAGEMENT AND DEVELOPMENT PROGRAM OR PLAN

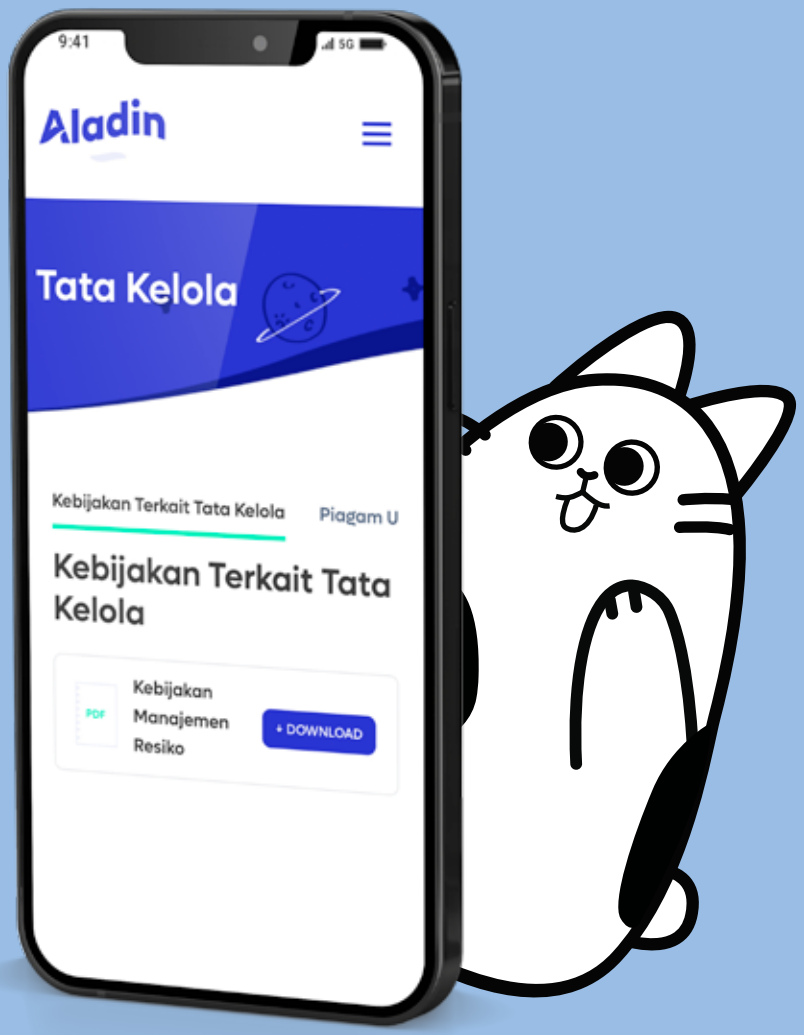
With the formation of strong information technology fundamentals in 2021, developments in the coming years will align with the bank's next business plan. As a digital bank, Aladin Bank continues to focus on developing a business ecosystem that prioritizes collaboration and interconnection.

In 2022, Aladin Bank will focus on IT development which focuses on the following:

1. Strengthening Mobile Banking with various digital features and services according to customer needs
2. Opening interconnectivity and collaboration capabilities with other business partners through the implementation of Open API
3. Develop digital services for corporate customers
4. Support the development of digital sharia financing products
5. Enriching payment system options, both nationally applicable, such as BI-Fast and QRIS, as well as closed transaction options with a partnership pattern
6. Continuing to strengthen IT infrastructure by prioritizing the principles of high availability, scalability and resilience.
7. Continuing to strengthen information security and resilience against potential cyber-attacks
8. Continuing digitization and automation of internal processes in various work units

Aladin Bank continues to develop better business innovations with a focus on three aspects, namely HR, technology, and processes. All of these initiatives allow Aladin Bank to adapt well in dealing with the dynamics of transaction trends and customer needs in this digital era.

Aladin



Tata Kelola Perusahaan

Corporate Governance

Prinsip Umum Tata Kelola Perusahaan
General Principles of Corporate Governance

Pada prinsipnya, penerapan Tata Kelola Perusahaan yang Baik, atau *Good Corporate Governance* (GCG) diharapkan dapat mendorong terciptanya persaingan yang sehat dan iklim usaha yang kondusif. Oleh karena itu, diterapkannya GCG oleh pelaku usaha di Indonesia sangat penting untuk menunjang pertumbuhan dan stabilitas ekonomi yang berkesinambungan. Pada konsep pembangunan berkelanjutan, atau *sustainability development*, GCG menjadi salah satu pilar utama yang diharapkan mampu membentuk fondasi iklim investasi yang sehat. Lebih jauh, GCG telah menjadi salah satu faktor fundamental bagi investor dalam menilai kinerja perusahaan yang berkelanjutan hingga masa-masa mendatang.

Saat ini, prinsip-prinsip penerapan GCG mengalami perkembangan seiring dengan berkembangnya lingkungan bisnis pada dunia usaha, dengan mencakup sistem pengawasan dan pengendalian yang mendukung etika kerja dan pengambilan keputusan yang bertanggung jawab, mendukung integritas dalam pelaporan keuangan, pengelolaan risiko yang layak, serta hubungan pemangku kepentingan dan perusahaan yang berlandaskan etika.

GOVERNANCE COMMITMENT

Sebagai perusahaan yang berupaya mewujudkan visi "Menjadi Bank Syariah Digital Terdepan melalui Inovasi yang Berkelanjutan", PT Bank Aladin Syariah Tbk ("Bank") berkomitmen untuk menerapkan prinsip GCG dalam setiap operasional Bank. Penerapan prinsip GCG tersebut merupakan bagian dari upaya menciptakan keberhasilan usaha secara etis, legal, berkelanjutan dan memberikan keuntungan yang optimal bagi Pemegang Saham dan Pemangku Kepentingan lainnya.

Aladin Bank berkomitmen untuk senantiasa mewujudkan prinsip-prinsip GCG secara konsisten dengan membentuk komite, sistem, dan unit kerja, untuk mempertahankan dan meningkatkan praktik GCG Aladin Bank secara berkelanjutan. Segala keputusan strategis yang dilakukan oleh Dewan Komisaris dan Direksi selalu mempertimbangkan prinsip-prinsip GCG, yaitu *Transparency, Accountability, Responsibility, Professional*, dan *Fairness* yang merupakan komitmen kuat Bank demi kepentingan pemegang saham dan para pemangku kepentingan lainnya. Bank terus berkomitmen dan berupaya untuk senantiasa konsisten dan secara berkesinambungan mengimplementasikan prinsip-prinsip GCG.

In principle, the implementation of Good Corporate Governance (GCG) is expected to encourage the creation of healthy competition and a conducive business climate. Therefore, the implementation of GCG by business actors in Indonesia is very important to support sustainable economic growth and stability. In the concept of sustainable development, or sustainability development, GCG is one of the main pillars which is expected to be able to form the foundation of a healthy investment climate. Furthermore, GCG has become one of the fundamental factors for investors in assessing the company's sustainable performance into the future.

Currently, the principles of GCG implementation are developing along with the development of the business environment in the business world, including a supervisory and control system that supports work ethics and responsible decision making, supports integrity in financial reporting, proper risk management, and stakeholder relations. interests and companies based on ethics.

GOVERNANCE COMMITMENT

As a company that strives to realize the vision of "Becoming a Leading Digital Sharia Bank through Sustainable Innovation", PT Bank Aladin Syariah Tbk ("Bank") is committed to implementing GCG principles in every Bank's operations. The implementation of the GCG principles is part of efforts to create business success in an ethical, legal, sustainable manner and provide optimal benefits for Shareholders and other Stakeholders.

Aladin Bank is committed to consistently realizing GCG principles by establishing committees, systems and work units, to maintain and improve Aladin Bank's GCG practices in a sustainable manner. All strategic decisions made by the Board of Commissioners and the Board of Directors always take into account the principles of GCG, namely Transparency, Accountability, Responsibility, Professional, and Fairness which are the Bank's strong commitment for the interests of shareholders and other stakeholders. The Bank continues to be committed and strives to be consistent and continuously implements GCG principles.

GOVERNANCE FRAMEWORK

Komitmen Bank dalam menerapkan prinsip Tata Kelola Perusahaan yang Baik diwujudkan dalam *Corporate Governance Framework* yang terdiri dari 4 pilar, yaitu:

1. *Governance Commitment* yakni wujud komitmen dari seluruh elemen Bank untuk menerapkan dan menegakan Tata Kelola Perusahaan yang Baik di Aladin Bank secara konsisten dan berkelanjutan.
2. *Governance Structure* yakni organ internal dan eksternal Aladin Bank yang berwenang menjalankan mandat pelaksanaan tugas dan fungsi pengawasan terhadap Bank, yaitu RUPS, Dewan Komisaris, Direksi, dan Dewan Pengawas Syaruah.
3. *Governance Process* yakni serangkaian *soft structure* yang digunakan untuk memastikan penerapan dan penegakan Tata Kelola Perusahaan yang Baik di Aladin Bank, telah diimplementasikan secara konsisten dan berkelanjutan.
4. *Governance Outcome yakni manifestasi dari penerapan dan penegakan* GCG Aladin Bank yang berdampak positif terhadap penciptaan nilai (*Value Creation*) dan keberlangsungan bisnis (*Sustainability*).

DASAR PENERAPAN TATA KELOLA BANK

Dasar penerapan GCG Aladin Bank berlandaskan pada aturan perundang-undangan dan ketentuan sebagai berikut:

1. Undang-Undang Republik Indonesia No. 21 Tahun 2011 tentang Otoritas Jasa Keuangan;
2. Undang-Undang Republik Indonesia No. 40 Tahun 2007 tentang Perseroan Terbatas;
3. Undang-Undang Republik Indonesia No. 21 Tahun 2008 tentang Perbankan Syariah;
4. Undang-Undang Republik Indonesia No. 8 Tahun 2010 tentang Pencegahan dan Pemberantasan Tindak Pidana Pencucian Uang;
5. Undang-Undang Republik Indonesia No. 8 Tahun 1999 tentang Perlindungan Konsumen;
6. Undang-Undang Republik Indonesia No. 24 Tahun 2004 sebagaimana telah diubah dengan Undang-Undang No. 7 Tahun 2009 tentang Lembaga Penjamin Simpanan;
7. Peraturan Bank Indonesia No. 11/3/PBI/2009 Tanggal 29 Januari 2009 tentang Bank Umum Syariah sebagaimana telah diubah dengan Peraturan Bank Indonesia No. 15/13/PBI/2013 tanggal 24 Desember 2013;
8. Peraturan Bank Indonesia No. 7/6/PBI/2005 tanggal 20 Januari 2005 tentang Transparansi Informasi Produk Bank dan Penggunaan Data Pribadi Nasabah;

GOVERNANCE FRAMEWORK

The Bank's commitment to implementing the principles of Good Corporate Governance is manifested in the Corporate Governance Framework which consists of 4 pillars, namely:

1. Governance Commitment, which is a form of commitment from all elements of the Bank to consistently and sustainably implement and enforce Good Corporate Governance at Aladin Bank.
2. Governance Structure, namely the internal and external organs of Aladin Bank that are authorized to carry out the mandate to carry out the duties and functions of supervision of the Bank, namely the GMS, the Board of Commissioners, the Board of Directors, and the Syaruah Supervisory Board.
3. Governance Process, namely a series of soft structures used to ensure the implementation and enforcement of Good Corporate Governance at Aladin Bank, has been implemented consistently and sustainably.
4. Governance Outcome is a manifestation of the implementation and enforcement of GCG Aladin Bank which has a positive impact on value creation and business sustainability.

BASIS FOR THE IMPLEMENTATION OF BANK GOVERNANCE

The basis for implementing Aladin Bank's GCG is based on the following laws and regulations:

1. Law of the Republic of Indonesia No. 21 of 2011 concerning the Financial Services Authority;
2. Law of the Republic of Indonesia No. 40 of 2007 concerning Limited Liability Companies;
3. Law of the Republic of Indonesia No. 21 of 2008 concerning Islamic Banking;
4. Law of the Republic of Indonesia No. 8 of 2010 concerning the Prevention and Eradication of the Crime of Money Laundering;
5. Law of the Republic of Indonesia No. 8 of 1999 concerning Consumer Protection;
6. Law of the Republic of Indonesia No. 24 of 2004 as amended by Law no. 7 of 2009 concerning the Deposit Insurance Corporation;
7. Bank Indonesia Regulation No. 11/3/PBI/2009 Dated January 29, 2009 concerning Islamic Commercial Banks as amended by Bank Indonesia Regulation No. 15/13/PBI/2013 dated December 24, 2013;
8. Bank Indonesia Regulation No. 7/6/PBI/2005 dated January 20, 2005 concerning Transparency of Bank Product Information and Use of Customer's Personal Data;

9. Peraturan Bank Indonesia No. 7/3/PBI/2005 tanggal 20 Januari 2005 tentang Batas Maksimum Pemberian Kredit Bank Umum sebagaimana telah diubah dengan Peraturan Bank Indonesia No. 8/13/PBI/2005 tanggal 5 Oktober 2006;
10. Peraturan Bank Indonesia No. 14/6/PBI/2012 tanggal 18 Juni 2012 tentang Uji Kemampuan dan Kepatutan (*Fit and Proper Test*) bagi Bank Syariah dan Unit Usaha Syariah;
11. Peraturan Bank Indonesia No. 11/33/PBI/2009 tanggal 7 Desember 2009 tentang Pelaksanaan *Good Corporate Governance* Bagi Bank Umum Syariah dan Unit Usaha Syariah;
12. Surat Edaran Bank Indonesia No. 12/13/DPbS tanggal 30 April 2010 perihal Pelaksanaan *Good Corporate Governance* Bagi Bank Umum Syariah dan Unit Usaha Syariah;
13. Peraturan Otoritas Jasa Keuangan No. 1/POJK.07/2013 tanggal 26 Juli 2013 tentang Perlindungan Konsumen Sektor Jasa Keuangan;
14. Peraturan Otoritas Jasa Keuangan No. 6/POJK.03/2015 tanggal 1 April 2015 sebagaimana telah diubah dengan Peraturan Otoritas Jasa Keuangan No. 32/POJK.03/2016 tanggal 12 Agustus 2016 tentang Transparansi dan Publikasi Laporan Bank;
15. Peraturan Otoritas Jasa Keuangan No. 65/POJK.03/2016 tanggal 23 Desember 2016 tentang Penerapan Manajemen Risiko Bagi Bank Umum Syariah dan Unit Usaha Syariah;
16. Peraturan Otoritas Jasa Keuangan No. 46/POJK.03/2017 tanggal 12 Juli 2017 tentang Pelaksanaan Fungsi Kepatuhan Bank Umum;
17. Peraturan Otoritas Jasa Keuangan No. 27/POJK.03/2016 tanggal 22 Juli 2016 tentang Penilaian Kemampuan dan Kepatutan Bagi Pihak Utama Lembaga Jasa Keuangan;
18. Peraturan Otoritas Jasa Keuangan No. 34/POJK.03/2018 tanggal 27 Desember 2018 tentang Penilaian Kembali Bagi Pihak Utama Lembaga Jasa Keuangan;
19. Surat Edaran Otoritas Jasa Keuangan No. 39/SEOJK.03/2016 tanggal 13 September 2016 tentang Penilaian Kemampuan dan Kepatutan Bagi Calon Pemegang Saham Pengendali, Calon Anggota Direksi, dan Calon Anggota Dewan Komisaris Bank;
20. Peraturan Otoritas Jasa Keuangan No. 38/POJK.03/2016 tanggal 1 Desember 2016 tentang Penerapan Manajemen Risiko Dalam Penggunaan Teknologi Informasi oleh Bank Umum;
21. Surat Edaran Otoritas Jasa Keuangan No. 21/SEOJK.03/2017 tanggal 6 Juni 2017 tentang Penerapan Manajemen Risiko Dalam Penggunaan Teknologi Informasi oleh Bank Umum;

9. Bank Indonesia Regulation No. 7/3/PBI/2005 dated January 20, 2005 concerning the Maximum Limit for Commercial Bank Loans as amended by Bank Indonesia Regulation No. 8/13/PBI/2005 dated October 5, 2006;
10. Bank Indonesia Regulation No. 14/6/PBI/2012 dated 18 June 2012 concerning the Fit and Proper Test for Islamic Banks and Sharia Business Units;
11. Bank Indonesia Regulation No. 11/33/PBI/2009 dated December 7, 2009 concerning the Implementation of Good Corporate Governance for Sharia Commercial Banks and Sharia Business Units;
12. Bank Indonesia Circular Letter No. 12/13/DPbS dated April 30, 2010 regarding the Implementation of Good Corporate Governance for Sharia Commercial Banks and Sharia Business Units;
13. Financial Services Authority Regulation No. 1/POJK.07/2013 dated July 26, 2013 concerning Consumer Protection in the Financial Services Sector;
14. Financial Services Authority Regulation No. 6/POJK.03/2015 dated April 1, 2015 as amended by the Regulation of the Financial Services Authority No. 32/POJK.03/2016 dated 12 August 2016 concerning Transparency and Publication of Bank Reports;
15. Financial Services Authority Regulation No. 65/POJK.03/2016 dated December 23, 2016 concerning the Implementation of Risk Management for Islamic Commercial Banks and Sharia Business Units;
16. Financial Services Authority Regulation No. 46/POJK.03/2017 dated 12 July 2017 concerning the Implementation of the Compliance Function of Commercial Banks;
17. Financial Services Authority Regulation No. 27/POJK.03/2016 dated 22 July 2016 concerning Fit and Proper Test for Main Parties in Financial Services Institutions;
18. Financial Services Authority Regulation No. 34/POJK.03/2018 dated 27 December 2018 concerning Reassessment for the Main Parties of Financial Services Institutions;
19. Financial Services Authority Circular No. 39/SEOJK.03/2016 dated September 13, 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;
20. Financial Services Authority Regulation No. 38/POJK.03/2016 dated December 1, 2016 concerning the Application of Risk Management in the Use of Information Technology by Commercial Banks;
21. Financial Services Authority Circular No. 21/SEOJK.03/2017 dated 6 June 2017 concerning the Application of Risk Management in the Use of Information Technology by Commercial Banks;

22. Peraturan Otoritas Jasa Keuangan No. 32/POJK.03/2018 tanggal 26 Desember 2018 tentang Batas Maksimum Pemberian Kredit dan Penyediaan Dana Besar Bagi Bank Umum;
23. Peraturan Otoritas Jasa Keuangan No. 1/POJK.03/2019 tanggal 28 Januari 2019 tentang Penerapan Fungsi Audit Intern Pada Bank Umum;
24. Peraturan Otoritas Jasa Keuangan No. 21 /POJK.04/2015 tentang Penerapan Pedoman Tata Kelola Perusahaan Terbuka;
25. Surat Edaran Otoritas Jasa Keuangan No. 32/SEOJK.04/2015 tentang Pedoman Tata Kelola Perusahaan Terbuka;
26. Fatwa Dewan Syariah Nasional – Majelis Ulama Indonesia;
27. Anggaran Dasar PT Bank Aladin Syariah Tbk berikut perubahannya;
28. Pedoman Umum *Good Governance* Bisnis Syariah – Komite Nasional Kebijakan *Governance*;
29. Pedoman *Good Corporate Governance* Perbankan – Komite Nasional Kebijakan Governance;
30. Kebijakan Tata Kelola yang Baik (*Good Corporate Governance*) dan *Code of Ethics and Conduct* yang berlaku di PT Bank Aladin Syariah Tbk.

TUJUAN PENERAPAN TATA KELOLA BANK

Aladin Bank menerapkan prinsip-prinsip GCG secara konsisten dan berkelanjutan dengan tujuan sebagai berikut:

1. Mengendalikan dan mengarahkan hubungan antara Organ Bank (Pemegang Saham, Dewan Komisaris, Direksi dan Dewan Pengawas Syariah), karyawan, pelanggan, mitra kerja, serta masyarakat dan lingkungan agar Bank dijalankan dengan baik sesuai dengan prinsip-prinsip GCG.
2. Mendorong dan mendukung pengembangan Bank.
3. Mengelola sumber daya secara lebih amanah.
4. Mengelola risiko secara lebih baik.
5. Meningkatkan pertanggungjawaban kepada pemangku kepentingan.
6. Mencegah terjadinya penyimpangan dalam pengelolaan Bank.
7. Memperbaiki budaya kerja Bank.
8. Meningkatkan citra atau *image* Bank menjadi semakin baik.

22. Financial Services Authority Regulation No. 32/POJK.03/2018 dated December 26, 2018 concerning the Maximum Limit for Loans and Provision of Large Funds for Commercial Banks;
23. Financial Services Authority Regulation No. 1/POJK.03/2019 dated January 28, 2019 concerning the Implementation of the Internal Audit Function in Commercial Banks;
24. Financial Services Authority Regulation No. 21/POJK.04/2015 concerning the Implementation of Public Company Governance Guidelines;
25. Financial Services Authority Circular No. 32/SEOJK.04/2015 concerning Guidelines for the Governance of Public Companies;
26. Fatwa of the National Sharia Council – Indonesian Ulema Council;
27. Articles of Association of PT Bank Aladin Syariah Tbk and its amendments;
28. General Guidelines for Good Governance in Sharia Business – National Committee on Governance Policy;
29. Guidelines for Good Corporate Governance in Banking – National Committee on Governance Policy;
30. Good Corporate Governance and Code of Ethics and Conduct applicable at PT Bank Aladin Syariah Tbk.

THE PURPOSE OF THE IMPLEMENTATION OF BANK GOVERNANCE

Aladin Bank applies GCG principles consistently and sustainably with the following objectives:

1. Controlling and directing the relationship between the Bank's organs (Shareholders, Board of Commissioners, Board of Directors and Sharia Supervisory Board), employees, customers, business partners, as well as the community and the environment so that the Bank is run properly in accordance with GCG principles.
2. Encourage and support the development of the Bank.
3. Manage resources more reliably.
4. Manage risk better.
5. Increase accountability to stakeholders.
6. Preventing irregularities in the management of the Bank.
7. Improving the Bank's work culture.
8. Improving the image of the Bank for the better.

Penerapan Corporate Governance Secara Berkelanjutan

Sustainable Application of Corporate Governance

Secara umum, penerapan GCG di Aladin Bank berjalan dengan baik dan dilaksanakan oleh setiap elemen Bank pada setiap kegiatan dengan tujuan untuk melindungi kepentingan Bank, *shareholders* dan *stakeholders*. Aladin Bank senantiasa melakukan evaluasi penerapan GCG secara berkelanjutan, sehingga penerapan GCG akan selalu mengalami peningkatan.

In general, the implementation of GCG at Aladin Bank runs well and is carried out by every element of the Bank in every activity with the aim of protecting the interests of the Bank, shareholders and stakeholders. Aladin Bank always evaluates the implementation of GCG on an ongoing basis, so that the implementation of GCG will always increase.

STANDAR KUALITAS PENERAPAN TATA KELOLA PERUSAHAAN

Penerapan GCG pada Perseroan dilaksanakan mengacu pada Peraturan Bank Indonesia No. 11/33/PBI/2009 tanggal 7 Desember 2009 dan Surat Edaran (SE) Bank Indonesia No. 12/13/DPbS tanggal 30 April 2010 tentang Pelaksanaan *Good Corporate Governance* bagi Bank Umum Syariah (BUS) dan Unit Usaha Syariah (UUS) terutama Pasal 62 dan Pasal 63 mengenai kewajiban Bank untuk menyampaikan Laporan Pelaksanaan GCG kepada Bank Indonesia (BI) (sekarang Otoritas Jasa Keuangan atau OJK) dan pemangku kepentingan lainnya.

QUALITY STANDARDS FOR THE IMPLEMENTATION OF GOOD CORPORATE GOVERNANCE

The implementation of GCG at Aladin Bank is carried out in accordance with Bank Indonesia Regulation No. 11/33/PBI/2009 dated December 7, 2009 and Circular Letter (SE) of Bank Indonesia No. 12/13/DPbS dated April 30, 2010 concerning the Implementation of Good Corporate Governance for Sharia Commercial Banks (BUS) and Sharia Business Units (UUS), especially Article 62 and Article 63 regarding the obligation of Banks to submit GCG Implementation Reports to Bank Indonesia (BI) (now Financial Services Authority or OJK) and other stakeholders.

IMPLEMENTASI *GOOD CORPORATE GOVERNANCE*

Penerapan Prinsip-Prinsip GCG

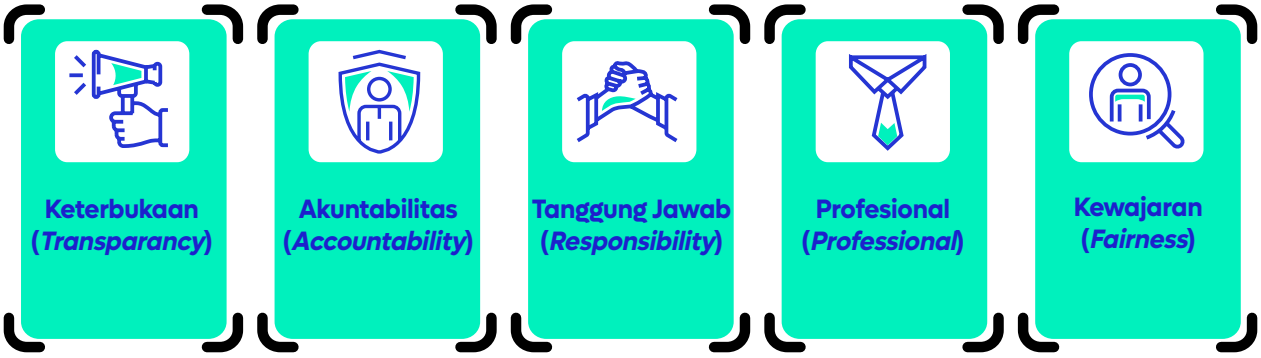
Sesuai Peraturan Bank Indonesia No.11/33/PBI/2009 tanggal 7 Desember 2009 dan Surat Edaran Bank Indonesia No. 12/13/DPbS tanggal 30 April 2010 tentang Pelaksanaan *Good Corporate Governance* Bagi Bank Umum Syariah dan Unit Usaha Syariah, penerapan GCG Aladin berpedoman pada lima prinsip dasar yaitu:

IMPLEMENTATION OF GOOD CORPORATE GOVERNANCE

Application of GCG Principles

In accordance with Bank Indonesia Regulation No.11/33/PBI/2009 dated 7 December 2009 and Bank Indonesia Circular No. 12/13/DPbS dated 30 April 2010 concerning the Implementation of Good Corporate Governance for Sharia Commercial Banks and Sharia Business Units, the implementation of GCG by Aladin Bank is based on five basic principles, namely:

Prinsip-Prinsip GCG Aladin Bank
Aladdin Bank's GCG Principles



Ada pun komitmen dan pelaksanaan prinsip-prinsip GCG di Aladin Bank dijelaskan melalui tabel berikut:

The commitment and implementation of GCG principles at Aladin Bank is explained in the following table:

Prinsip Principle	**Makna Prinsip** Principle Meaning	**Komitmen Aladin Bank** Aladdin Bank's Commitment
Keterbukaan (*Transparancy*)	Mengemukakan informasi yang material dan relevan serta keterbukaan dalam proses pengambilan keputusan Disclosing material and relevant information and transparency in the decision-making process	Bank dan segenap jajaran Manajemen selalu berupaya untuk menjamin adanya keterbukaan dalam menyampaikan informasi materiil dan relevan serta keterbukaan dalam melaksanakan proses pengambilan keputusan dan mudah diakses oleh *stakeholders*. The Bank and all levels of the Bank's Management always strive to ensure transparency in conveying material and relevant information as well as openness in carrying out the decision-making process and is easily accessible by stakeholders.
Akuntabilitas (*Accountability*)	Kejelasan tugas dan pelaksanaan pertanggung jawaban kepada pemegang saham Bank sehingga pengelolaannya berjalan secara efektif. Clarity of duties and implementation of responsibilities to the Bank's shareholders so that the management runs effectively.	Manajemen Bank harus dapat mempertanggungjawabkan kinerjanya secara transparan dan wajar. Untuk itu bisnis Bank harus dikelola secara benar, terukur dan sesuai dengan kepentingan pelaku bisnis dengan tetap memperhitungkan kepentingan para pemangku kepentingan. Bank management must be able to account for its performance in a transparent and fair manner. For this reason, the Bank's business must be managed correctly, measurably and in accordance with the interests of business actors while taking into account the interests of stakeholders.
Tanggung Jawab (*Responsibility*)	Kesesuaian pengelolaan Bank dengan peraturan dan perundang-undangan yang berlaku dan prinsip-prinsip pengelolaan Bank yang sehat. Compliance with Bank management with applicable laws and regulations and sound Bank management principles.	Bank dan segenap jajaran Bank dalam bertindak selalu berpegang teguh pada prinsip kehati-hatian dan kesesuaian pengelolaan Bank dengan peraturan perundang-undangan yang berlaku dan prinsip pengelolaan Bank yang sehat, dengan tetap menyadari segala risiko dan implikasi negatif yang mungkin ditimbulkan oleh tindakannya. Bank dan jajaran Bank harus selalu mengingat kepentingan seluruh pemangku kepentingan dalam menjalankan fungsinya dan menetapkan kebijaksanaan atau mengambil keputusan. The Bank and all levels of the Bank in their actions always adhere to the principle of prudence and compliance with the management of the Bank with applicable laws and regulations and the principles of sound Bank management, while being aware of all risks and negative implications that may arise from their actions. The Bank and the Bank's ranks must always keep in mind the interests of all stakeholders in carrying out their functions and establishing policies or making decisions.
Profesional (*Professional*)	Memiliki kompetensi, mampu bertindak objektif dan bebas dari pengaruh/tekanan dari pihak manapun serta memiliki komitmen yang tinggi untuk pengembangan usaha Bank. Have competence, be able to act objectively and free from influence/pressure from any party and have a high commitment to the Bank's business development.	Bank dan seluruh jajaran Manajemen menjamin bahwa Bank dikelola secara profesional tanpa adanya benturan kepentingan dan dapat menghindari pengaruh/tekanan dari pihak manapun (independen) yang tidak sesuai dengan peraturan perundang-undangan yang berlaku dan prinsip-prinsip korporasi yang sehat. The Bank and all levels of Management ensure that the Bank is managed professionally without any conflict of interest and can avoid influence/pressure from any (independent) party that is not in accordance with the prevailing laws and regulations and sound corporate principles.

Prinsip Principle	Makna Prinsip Principle Meaning	Komitmen Aladin Bank Aladdin Bank's Commitment
Kewajaran (*Fairness*)	Keadilan dan kesetaraan dalam memenuhi hak-hak *stakeholders* berdasarkan perjanjian dan perundang-undangan yang berlaku. Justice and equality in fulfilling the rights of stakeholders based on agreements and applicable laws.	Bank senantiasa menerapkan prinsip kewajaran yang diimplementasikan sebagai keadilan dan kesetaraan (*equal treatment*) di dalam memenuhi hak-hak *Stakeholders* yang timbul berdasarkan perjanjian dan peraturan perundang-undangan yang berlaku dan menjamin bahwa setiap pemangku kepentingan akan mendapatkan perlakuan yang setara tanpa diskriminasi sesuai dengan peraturan perundang-undangan yang berlaku. The Bank always applies the principle of fairness which is implemented as justice and equality (equal treatment) in fulfilling the rights of Stakeholders that arise based on agreements and applicable laws and regulations and ensures that every stakeholder will receive equal treatment without discrimination in accordance with the laws and regulations. - applicable invitation.

GOOD CORPORATE GOVERNANCE ASSESSMENT

Dalam memastikan bahwa prinsip-prinsip GCG telah diimplementasikan dengan baik, Bank secara berkala melaksanakan *self assessment* atas praktik GCG, yang mengacu pada Peraturan Bank Indonesia No. 11/33/PBI/2009 tanggal 7 Desember 2009 tentang Pelaksanaan *Good Corporate Governance* bagi Bank Umum Syariah dan Unit Usaha Syariah dan Surat Edaran Otoritas Jasa Keuangan No. 10/SEOJK.03/2014 tentang Penilaian Tingkat Kesehatan Bank Umum Syariah dan Unit Usaha Syariah.

Pelaksanaan *self assessment* GCG Bank meliputi 11 aspek penilaian yang telah ditetapkan oleh Regulator, antara lain:

1. Pelaksanaan tugas dan tanggung jawab Dewan Komisaris;
2. Pelaksanaan tugas dan tanggung jawab Direksi;
3. Kelengkapan dan pelaksanaan tugas Komite;
4. Pelaksanaan tugas dan tanggung jawab Dewan Pengawas Syariah;
5. Pelaksanaan prinsip syariah dalam kegiatan penghimpunan dana dan penyaluran dana serta pelayanan jasa;
6. Penanganan benturan kepentingan;
7. Penerapan fungsi kepatuhan bank;
8. Penerapan fungsi audit internal;
9. Penerapan fungsi audit eksternal;
10. Batas Maksimum Penyaluran Dana (BMPD); dan
11. Transparansi kondisi keuangan dan non keuangan, laporan pelaksanaan *good corporate governance* dan pelaporan internal.

Pelaksanaan *Self Assessment* Penerapan *Good Corporate Governance* Tahun 2021

Bank telah melakukan *self assessment* penerapan *Good Corporate Governance* periode tahun 2021, dengan peringkat faktor GCG Bank secara keseluruhan, adalah sebagai berikut:

GOOD CORPORATE GOVERNANCE ASSESSMENT

In ensuring that the GCG principles have been implemented properly, the Bank periodically conducts a self-assessment of GCG practices, which refers to Bank Indonesia Regulation No. 11/33/PBI/2009 dated December 7, 2009 concerning the Implementation of Good Corporate Governance for Sharia Commercial Banks and Sharia Business Units and Circular Letter of the Financial Services Authority No. 10/SEOJK.03/2014 concerning Assessment of Soundness Level of Sharia Commercial Banks and Sharia Business Units.

The implementation of the Bank's GCG self-assessment includes 11 assessment aspects that have been determined by the Regulator, including:

1. Implementation of the duties and responsibilities of the Board of Commissioners;
2. Implementation of the duties and responsibilities of the Board of Directors;
3. Completeness and implementation of the Committee's duties;
4. Implementation of the duties and responsibilities of the Sharia Supervisory Board;
5. Implementation of sharia principles in fund raising and distribution of funds and services;
6. Handling conflicts of interest;
7. Implementation of bank compliance function;
8. Implementation of the internal audit function;
9. Implementation of the external audit function;
10. Maximum Limit for Distribution of Funds (BMPD); and
11. Transparency of financial and non-financial conditions, reports on the implementation of good corporate governance and internal reporting.

Implementation of Self-Assessment on the Implementation of Good Corporate Governance in 2021

The Bank has conducted a self-assessment of the implementation of Good Corporate Governance for the 2021 period, with the Bank's overall GCG factor rating as follows:

Self Assessment Penerapan Good Corporate Governance Periode Tahun 2021
Self Assessment of the Implementation of Good Corporate Governance for the 2021 Period

No.	Faktor Factor	Peringkat (Semester I) Rank	Peringkat (Semester II) Rank
1	Pelaksanaan Tugas dan Tanggung Jawab Dewan Komisaris Implementation of Duties and Responsibilities of the Board of Commissioners	1	2
2	Pelaksanaan Tugas dan Tanggung Jawab Direksi Implementation of the Duties and Responsibilities of the Board of Directors	1	1
3	Kelengkapan dan Pelaksanaan Tugas Komite Completeness and Implementation of Committee Duties	1	2
4	Pelaksanaan Tugas dan Tanggung Jawab Dewan Pengawas Syariah Implementation of the Duties and Responsibilities of the Sharia Supervisory Board	1	1
5	Pelaksanaan Prinsip Syariah dalam Kegiatan Penghimpunan Dana dan Penyaluran Dana serta Pelayanan Jasa Implementation of Sharia Principles in Fundraising and Distributing Funds and Services	1	1
6	Penanganan Benturan Kepentingan Handling Conflicts of Interest	1	1
7	Penerapan Fungsi Kepatuhan Implementation of the Compliance Function	2	2
8	Penerapan Fungsi Audit Intern Implementation of the Internal Audit Function	1	1
9	Penerapan Fungsi Audit Eksternal Implementation of the External Audit Function	1	1
10	Batas Maksimum Penyaluran Dana (BMPD) Maximum Limit for Disbursement of Funds (BMPD)	1	2
11	Transparansi Kondisi Keuangan dan Non Keuangan BUS, Laporan Pelaksanaan GCG serta Pelaporan Internal Transparency of BUS Financial and Non-Financial Conditions, GCG Implementation Reports and Internal Reports	1	1
12	Peringkat Rating	2	2

Self assessment implementasi GCG Bank semester I dan semester II di tahun 2021 telah dijalankan secara komprehensif dengan hasil peringkat *self assessment* GCG Bank secara individual adalah 2 (dua) dengan definisi peringkat yang mencerminkan Manajamen Bank telah melakukan penerapan *Good Corporate Governance* yang secara umum baik. Hal ini tercermin dari penerapan atas prinsip-prinsip *Good Corporate Governance* yang cukup baik. Apabila terdapat kelemahan dalam penerapan prinsip *Good Corporate Governance* maka secara umum kelemahan tersebut cukup signifikan dan memerlukan perhatian yang cukup dari manajemen Bank.

ROAD MAP GCG ALADIN BANK

Untuk mendukung peningkatan kualitas penerapan GCG dapat berjalan dengan baik hingga mencapai tujuan yang telah ditetapkan, Aladin Bank memiliki road map GCG sesuai dengan standar ketentuan yang berlaku. Penyusunan *road map* diperlukan untuk memetakan aspek GCG maupun menciptakan program terkait GCG di Aladin Bank dalam rangka mendukung praktik implementasi GCG.

The self-assessment of the Bank's GCG implementation in semester I and semester II in 2021 has been carried out comprehensively with the results of the Bank's GCG self-assessment rating individually being 2 (two) with a rating definition that reflects the Bank's Management has implemented Good Corporate Governance which is generally good. This is reflected in the implementation of the principles of Good Corporate Governance which is quite good. If there are weaknesses in the application of the principles of Good Corporate Governance, in general these weaknesses are quite significant and require sufficient attention from the Bank's management.

ALADIN BANK GCG ROAD MAP

To support the improvement of the quality of GCG implementation so that it can run well until it reaches the set goals, Aladin Bank has a GCG road map in accordance with applicable standards. The preparation of a road map is needed to map GCG aspects and create programs related to GCG at Aladin Bank in order to support GCG implementation practices.

Road Map GCG Aladin Bank
Road Map GCG Aladin Bank

Sebagaimana *road map* di atas, penerapan GCG di Aladin Bank dimulai dengan memfokuskan pada pemenuhan aspek *governance structure* dan *governance process* sesuai ketentuan yang berlaku dan/atau memenuhi rekomendasi dari regulasi atau otoritas terkait. Pemenuhan *governance structure* antara lain melalui penyempurnaan kebijakan dan prosedur Bank, sistem informasi manajemen serta tugas pokok dan fungsi masing-masing struktur organisasi. Dengan *governance structure* yang baik diharapkan dapat mendukung efektivitas proses pelaksanaan prinsip GCG. Tolok ukur keberhasilan dari penerapan GCG adalah menjadikan GCG sebagai bagian dari budaya Aladin Bank yang mampu mendukung terwujudnya pertumbuhan dan kelangsungan usaha secara berkelanjutan.

As with the road map above, the implementation of GCG at Aladin Bank begins by focusing on fulfilling aspects of the governance structure and governance process in accordance with applicable regulations and/or meeting recommendations from relevant regulations or authorities. Fulfillment of the governance structure, among others, through improvements to the Bank's policies and procedures, management information systems as well as the main tasks and functions of each organizational structure. A good governance structure is expected to support the effectiveness of the process of implementing GCG principles. The benchmark for the success of implementing GCG is to make GCG part of the Aladin Bank culture that is able to support the realization of sustainable business growth and continuity.

Struktur dan Mekanisme Tata Kelola Perusahaan yang Baik

Structure And Mechanism of Good Corporate Governance

GOVERNANCE STRUCTURE

Berdasarkan Undang-Undang No. 40 Tahun 2007 tentang Perseroan Terbatas (UU PT), struktur keorganisasian sebuah perseroan terbatas mencakup kepentingan pemegang saham yang dituangkan melalui Rapat Umum Pemegang Saham (RUPS); Direksi dengan tugasnya untuk mengelola; serta Dewan Komisaris yang berfungsi melakukan pengawasan. Namun, sebagai perusahaan yang berlandaskan pada prinsip syariah, Aladin Bank juga menempatkan Dewan Pengawas Syariah (DPS) sebagai organ utama dalam struktur tata kelola perusahaan.

Struktur organisasi Bank telah diselaraskan dengan fokus bisnis Bank dan secara reguler telah di-review dan dievaluasi sesuai dengan kebutuhan Bank. Aladin Bank juga telah melengkapi struktur Dewan Komisaris, Direksi, DPS, Satuan Kerja Audit Internal, Satuan Kerja Manajemen Risiko dan Satuan Kerja Kepatuhan secara memadai sehingga masing-masing fungsi dapat melaksanakan tugas dan tanggung jawabnya dengan baik. Demikian juga komposisi anggota Dewan Komisaris, Direksi, dan DPS juga telah sesuai dengan regulasi dan skala bisnis serta kebutuhan Bank. Terkait persetujuan dari OJK, 2 (dua) orang anggota Dewan Komisaris dan seluruh anggota Direksi telah lulus Penilaian Kemampuan dan Kepatutan/PKK (*fit and proper*) dan seluruh anggota DPS telah mendapatkan persetujuan dari OJK.

Dalam pengangkatan anggota Dewan Komisaris, Direksi dan DPS, Aladin Bank telah memperhatikan faktor integritas, kompetensi, dan reputasi keuangan sehingga anggota Dewan Komisaris, Direksi dan DPS memiliki kompetensi yang memadai dan relevan dengan jabatannya untuk menjalankan tugas dan tanggung jawabnya serta mampu mengimplementasikan kompetensi yang dimiliki dalam pelaksanaan tugas dan tanggung jawabnya.

Dalam menjalankan tugas dan tanggung jawabnya, Dewan Komisaris telah membentuk dan melengkapi keanggotaan Komite Audit, Komite Pemantau Risiko, serta Komite Nominasi dan Remunerasi, sehingga sesuai dengan regulasi dan kebutuhan Bank. Direksi juga telah membentuk 4 (empat) Komite yaitu *Risk Management Committee, IT Steering Committee* (ITSC), Aset-Liability Committee (ALCO) dan *Credit Committee*, guna mendukung efektivitas pelaksanaan tugas dan tanggung jawab Direksi serta diharapkan dapat melakukan pengambilan keputusan

CORPORATE GOVERNANCE STRUCTURE

Based on Law no. 40 of 2007 concerning Limited Liability Companies (UU PT), the organizational structure of a limited liability company includes the interests of shareholders as outlined in the General Meeting of Shareholders (GMS); Directors with their duties to manage; and the Board of Commissioners whose function is to supervise. However, as a company based on sharia principles, Aladin Bank also places the Sharia Supervisory Board (DPS) as the main organ in the corporate governance structure.

The Bank's organizational structure has been aligned with the Bank's business focus and has been regularly reviewed and evaluated according to the Bank's needs. Aladin Bank has also adequately equipped the structure of the Board of Commissioners, Board of Directors, DPS, Internal Audit Unit, Risk Management Unit and Compliance Work Unit so that each function can carry out its duties and responsibilities properly. Likewise, the composition of the members of the Board of Commissioners, Board of Directors, and DPS has also been in accordance with regulations and the business scale and needs of the Bank. Regarding the approval from the OJK, 2 (two) members of the Board of Commissioners and all members of the Board of Directors have passed the Fit and Proper Assessment (PKK) and all members of the DPS have received approval from the OJK.

In the appointment of members of the Board of Commissioners, Board of Directors and DPS, Aladin Bank has taken into account the factors of integrity, competence, and financial reputation so that members of the Board of Commissioners, Board of Directors and DPS have adequate competence and are relevant to their positions to carry out their duties and responsibilities and are able to implement their competencies. in carrying out their duties and responsibilities.

In carrying out its duties and responsibilities, the Board of Commissioners has established and completed the membership of the Audit Committee, Risk Monitoring Committee, and the Nomination and Remuneration Committee, so that they are in accordance with the regulations and needs of the Bank. The Board of Directors has also formed 4 (four) Committees, namely the Risk Management Committee, IT Steering Committee (ITSC), Asset-Liability Committee (ALCO) and Credit Committee, to support the effectiveness of the implementation of the

secara efektif dan tepat dalam menghadapi kondisi terkini Bank dan tantangan bisnis ke depan.

Selain keempat Komite tersebut, Direksi juga telah melengkapi organisasi dengan Satuan Kerja Audit, Manajemen Risiko dan Kepatuhan yang independen dari satuan kerja Operasional. Satuan kerja yang merupakan 2nd & 3rd line of defense tersebut diharapkan mampu mendukung kegiatan operasional Bank dengan memperhatikan prinsip kehati-hatian dan GCG. Infrastruktur tata kelola Bank berupa Kebijakan dan Prosedur Bank, Tugas Pokok dan Fungsi masing-masing struktur organisasi telah memadai dan mendukung kegiatan usaha Bank.

GOVERNANCE STRUCTURE

Struktur organisasi Bank telah diselaraskan dengan fokus bisnis Bank dan secara reguler telah direview dan dievaluasi menyesuaikan kebutuhan Bank. Bank juga telah melengkapi struktur Direksi, DPS, Satuan Kerja Audit Internal, Satuan Kerja Manajemen Risiko dan Satuan Kerja Kepatuhan secara memadai sehingga masing-masing fungsi dapat melaksanakan tugas dan tanggung jawabnya dengan baik. Demikian juga komposisi anggota Direksi, DPS juga telah sesuai dengan regulasi dan skala bisnis serta kebutuhan.

GOVERNANCE PROCESS

Aladin Bank selalu berupaya agar dalam melakukan kegiatan usaha dan proses operasional Bank, sesuai dengan CCG dan prinsip kehati-hatian. Proses pengangkatan dan/atau penggantian anggota Dewan Komisaris, Direksi dan DPS telah dilakukan sesuai dengan ketentuan yang berlaku dan memperhatikan rekomendasi dari Komite Nominasi dan Remunerasi dengan mempertimbangkan penilaian terhadap faktor integritas, kompetensi dan reputasi keuangan. Semua organ Bank menjalankan tugas dan tanggung jawabnya sesuai dengan fungsi masing-masing secara proper. Dewan Komisaris, DPS dan Direksi telah melakukan rapat koordinasi untuk saling memberikan informasi, berdiskusi dan mengambil keputusan yang diperlukan untuk menjaga bisnis Bank berjalan dengan baik.

Pada level Dewan Komisaris, untuk mendukung tugas dan tanggung jawabnya dalam melakukan pengawasan dan pemberian nasihat kepada Direksi, Dewan Komisaris telah menyetujui Rencana Bisnis Bank (RBB) yang telah disusun dengan memperhatikan kondisi faktor eksternal dan internal Bank. Dewan Komisaris juga telah melakukan

duties and responsibilities of the Board of Directors and are expected to be able to make decisions effectively and efficiently. appropriate in facing the Bank's current conditions and future business challenges.

In addition to the four Committees, the Board of Directors has also equipped the organization with an Audit, Risk Management and Compliance Unit which is independent from the Operational work unit. The work units which are the 2nd & 3rd line of defense are expected to be able to support the Bank's operational activities by taking into account the prudential principles and GCG. The Bank's governance infrastructure in the form of Bank Policies and Procedures, Main Duties and Functions of each organizational structure is adequate and supports the Bank's business activities.

GOVERNANCE STRUCTURE

The Bank's organizational structure has been aligned with the Bank's business focus and has been regularly reviewed and evaluated according to the Bank's needs. The Bank has also adequately equipped the structure of the Board of Directors, Sharia Supervisory Board, Internal Audit Unit, Risk Management Unit and Compliance Unit so that each function can carry out its duties and responsibilities properly. Likewise, the composition of the members of the Board of Directors, Sharia Supervisory Board has also been in accordance with regulations and business scale and needs.

GOVERNANCE PROCESS

Aladin Bank always strives to ensure that the Bank's business activities and operational processes are in accordance with CCG and prudential principles. The process of appointment and/or replacement of members of the Board of Commissioners, Board of Directors and DPS has been carried out in accordance with applicable regulations and taking into account the recommendations of the Nomination and Remuneration Committee by considering an assessment of the factors of integrity, competence and financial reputation. All organs of the Bank carry out their duties and responsibilities in accordance with their respective functions properly. The Board of Commissioners, DPS and the Board of Directors have held coordination meetings to provide information, discuss and make decisions needed to keep the Bank's business running well.

At the level of the Board of Commissioners, to support its duties and responsibilities in supervising and providing advice to the Board of Directors, the Board of Commissioners has approved the Bank's Business Plan (RBB) which has been prepared by taking into account the condition of the Bank's external and internal factors.

pengawasan terhadap realisasi RBB yang telah ditetapkan. Sebagai upaya untuk meningkatkan fungsi pengawasan Dewan Komisaris, maka Dewan Komisaris membentuk Komite yang dapat membantu Dewan Komisaris melaksanakan tugas pengawasan. Komite-Komite yang dibentuk telah menyampaikan rekomendasi kepada Dewan Komisaris terkait proses perbaikan yang perlu dilakukan oleh Bank.

Dewan Pengawas Syariah (DPS) secara rutin telah menyelenggarakan rapat bulanan guna memastikan antara lain usulan produk, jasa dan program sesuai dengan prinsip syariah yang diatur dalam Fatwa DSN-MUI. Dalam rangka melaksanakan tugas dan tanggung jawabnya yang dibantu oleh 1 (satu) orang Liasion Officer yang berada di bawah supervisi unit kerja Compliance, Sharia dan AML CFT. Hasil pengawasan dari DPS telah dilaporkan secara semesteran kepada OJK, DSN dan Direksi.

Dalam menjalankan tugas dan tanggung jawabnya, Direksi tanpa intervensi dari pemegang saham, bertanggung jawab penuh atas pelaksanaan kepengurusan Bank berdasarkan prinsip kehati-hatian, GCG dan prinsip syariah. Rencana Bisnis Bank yang telah mendapatkan persetujuan Dewan Komisaris, menjadi panduan dan fokus bagi Direksi untuk dapat direalisasikan dengan baik.

Sementara itu, karyawan Bank juga memperoleh kesempatan untuk mendapatkan pelatihan secara fleksibel berdasarkan kebutuhan Bank dan karyawan. Secara reguler juga dilakukan pelatihan-pelatihan untuk meningkatkan kemampuan dan pengetahuan karyawan sehingga mendukung karyawan dalam melaksanakan tugas dan tanggung jawabnya dengan baik.

Saat ini, Bank juga telah melakukan evaluasi dan pengkinian terhadap ketentuan internal dalam rangka menjaga efektivitas, kecukupan dan kesesuaian ketentuan internal dengan peraturan perundang-undangan yang berlaku serta prinsip syariah.

GOVERNANCE OUTCOME

Efektivitas penerapan GCG tercermin dari *Governance Outcome* yang diperoleh, dan merupakan manifestasi dari penerapan GCG Aladin Bank terhadap *stakeholders* yang berdampak positif terhadap penciptaan nilai (*value creation*) dan keberlangsungan bisnis (*sustainability*).

Dengan struktur dan proses yang telah dilakukan dan terus diupayakan untuk ditingkatkan serta disempurnakan, diharapkan *outcome* yang dicapai oleh Bank dapat membantu Aladin Bank untuk terus berkembang. Ketentuan internal Bank juga telah dilakukan pengkinian dan disesuaikan dengan regulasi yang berlaku.

The Board of Commissioners has also supervised the realization of the determined RBB. As an effort to improve the supervisory function of the Board of Commissioners, the Board of Commissioners has formed a Committee that can assist the Board of Commissioners in carrying out its supervisory duties. The established committees have submitted recommendations to the Board of Commissioners regarding the improvement process that needs to be carried out by the Bank.

The Sharia Supervisory Board (DPS) regularly holds monthly meetings to ensure, among other things, that product, service and program proposals are in accordance with sharia principles regulated in the DSN-MUI Fatwa. In carrying out his duties and responsibilities, he is assisted by 1 (one) Liasion Officer who is under the supervision of the Compliance, Sharia and AML CFT work units. The results of supervision from DPS have been reported on a semi-annual basis to OJK, DSN and the Board of Directors.

In carrying out its duties and responsibilities, the Board of Directors, without intervention from shareholders, is fully responsible for the implementation of the Bank's management based on prudential principles, GCG and sharia principles. The Bank's Business Plan, which has been approved by the Board of Commissioners, becomes a guide and focus for the Board of Directors to be implemented properly.

Meanwhile, Bank employees also have the opportunity to receive flexible training based on the needs of the Bank and employees. Regular trainings are also conducted to improve employee skills and knowledge so as to support employees in carrying out their duties and responsibilities properly.

Currently, the Bank has also evaluated and updated internal regulations in order to maintain the effectiveness, adequacy and conformity of internal regulations with applicable laws and sharia principles.

GOVERNANCE OUTCOME

The effectiveness of GCG implementation is reflected in the Governance Outcome obtained, and is a manifestation of Aladin Bank's GCG implementation to stakeholders which has a positive impact on value creation and business sustainability.

With the structure and processes that have been carried out and continue to be strived to be improved and refined, it is hoped that the outcomes achieved the Bank can help Aladin Bank to continue to grow. The Bank's internal regulations have also been updated and adjusted to the applicable regulations.

MEKANISME TATA KELOLA PERUSAHAAN

Governance Mechanism merupakan mekanisme implementasi GCG yang tercermin dalam sistem yang kuat. Hal ini menjadi penting, karena implementasi GCG tidak cukup hanya dengan mengandalkan pilar *governance structure*, melainkan dibutuhkan adanya aturan main yang jelas dalam bentuk mekanisme. *Governance mechanism* dapat diartikan sebagai aturan main, kebijakan, prosedur dan hubungan yang jelas antara pihak yang mengambil keputusan dengan pihak yang melakukan kontrol (pengawasan) terhadap keputusan tersebut.

Penerapan GCG dilakukan secara berkesinambungan sehingga prinsip-prinsip GCG menjadi acuan dalam kegiatan usaha Bank. Penerapan GCG terwujud dari interaksi seluruh organ Bank, dimana dalam struktur GCG Bank, organ utama terdiri dari Rapat Umum Pemegang Saham (RUPS) yang memiliki kedudukan tertinggi, Dewan Komisaris, Dewan Pengawas Syariah dan Direksi. Untuk memaksimalkan fungsi organ utama dalam struktur GCG Bank, maka dalam pelaksanaannya dibantu oleh organ pendukung yang terdiri dari Komite di tingkat Dewan Komisaris, Sekretaris Perusahaaan, Komite di tingkat Direksi dan Internal Audit.

Komite di tingkat Dewan Komisaris dibentuk untuk membantu dan meningkatkan fungsi pengawasan yang dilakukan oleh Dewan Komisaris. Komite-komite di tingkat Dewan Komisaris Bank adalah sebagai berikut:

1. Komite Audit;
2. Komite Pemantau Risiko; dan
3. Komite Nominasi dan Remunerasi.

Direksi bersama jajaran manajemen Bank bertugas untuk mengelola, mengendalikan, serta bertanggung jawab terhadap implementasi GCG di Bank, dibantu oleh Komite di tingkat Direksi yang terdiri dari:

1. Komite Aset dan Liabilitas;
2. Komite Pengarah Teknologi Informasi ;
3. Komite Manajemen Risiko; dan
4. Komite Pembiayaan.

Hubungan kerja yang baik antar organ Bank sangat penting agar masing-masing organ dapat bekerja dengan efektif dan efisien sesuai fungsi dan tanggung jawabnya masing-masing. Masing-masing organ menghormati fungsi dan peranannya masing-masing sesuai peraturan perundang-undangan dan Anggaran Dasar Bank.

.

GOVERNANCE MECHANISM

Governance Mechanism is a GCG implementation mechanism which is reflected in a strong system. This is important, because the implementation of GCG is not enough just to rely on the pillars of the governance structure, but requires clear rules of the game in the form of a mechanism. Governance mechanism can be defined as the rules of the game, policies, procedures and a clear relationship between the party making the decision and the party exercising control (supervision) of the decision.

The implementation of GCG is carried out continuously so that the GCG principles become a reference in the Bank's business activities. The implementation of GCG is manifested by the interaction of all the Bank's organs, where in the Bank's GCG structure, the main organs consist of the General Meeting of Shareholders (GMS) which has the highest position, the Board of Commissioners, the Sharia Supervisory Board and the Board of Directors. To maximize the function of the main organs in the Bank's GCG structure, in its implementation it is assisted by supporting organs consisting of Committees at the Board of Commissioners level, Corporate Secretary, Committees at the Board of Directors level and Internal Audit.

Committees at the Board of Commissioners level were formed to assist and improve the supervisory function carried out by the Board of Commissioners. The committees at the level of the Bank's Board of Commissioners are as follows:

1. Audit Committee;
2. Risk Monitoring Committee; and
3. Nomination and Remuneration Committee.

The Board of Directors together with the Bank's management are tasked with managing, controlling, and being responsible for the implementation of GCG in the Bank, assisted by a Committee at the Board of Directors level consisting of:

1. Assets and Liabilities Committee;
2. Information Technology Steering Committee;
3. Risk Management Committee; and
4. Financing Committee.

Good working relationships between the Bank's organs are very important so that each organ can work effectively and efficiently according to their respective functions and responsibilities. Each organ respects its respective functions and roles in accordance with the laws and regulations and the Bank's Articles of Association.

IMPIAN

Struktur dan Organ Tata Kelola Bank
Bank Governance Structure and Organs

RAPAT UMUM PEMEGANG SAHAM (RUPS)

Rapat Umum Pemegang Saham (RUPS) merupakan organ tertinggi Bank, yang memegang seluruh otoritas yang tidak dilimpahkan kepada Dewan Komisaris maupun Direksi. Termasuk dalam wewenang RUPS adalah untuk menunjuk anggota Dewan Komisaris dan anggota Direksi, memutuskan untuk menerima atau menolak laporan Dewan Komisaris dan Direksi, menunjuk auditor eksternal, serta menentukan kesesuaian antara remunerasi dan dividen, mengevaluasi kinerja Dewan Komisaris dan Direksi, menyetujui perubahan anggaran dasar Bank, menyetujui laporan keuangan, serta menetapkan remunerasi bagi anggota Dewan Komisaris dan Direksi. RUPS terdiri dari RUPS Tahunan (RUPST) dan RUPS Luar Biasa (RUPSLB). Rapat Umum Pemegang Saham (RUPS) merupakan rapat yang dihadiri oleh kuorum Pemegang Saham dan diselenggarakan oleh Direksi atas permintaan pemegang saham.

Jenis RUPS

1. RUPS Tahunan
   Penyelenggaraan RUPS tahunan ini dilakukan oleh Direksi dengan mengundang Dewan Komisaris, Dewan Pengawas Syariah dan Pemegang Saham untuk membahas dan meminta persetujuan Laporan Tahunan, pengesahan Laporan Keuangan, dan pengesahan Laporan Tugas Pengawasan Dewan Komisaris Bank, penetapan penggunaan laba bersih Bank, penunjukan Kantor Akuntan Publik, penetapan paket remunerasi berikut tunjangan, bonus dan fasilitas yang diberikan kepada Dewan Komisaris, Direksi, dan Dewan Pengawas Syariah, pelaporan realisasi penggunaan dana hasil Penawaran Umum, perubahan alamat Bank dan perubahan susunan Pengurus Bank.

2. RUPS Luar Biasa (RUPSLB)
   RUPS Luar Biasa adalah RUPS lainnya yang dapat diadakan setiap waktu berdasarkan kebutuhan untuk kepentingan Bank. Pembahasan rapat RUPSLB antara lain perubahan nama Bank, mengangkat dan memberhentikan Dewan Komisaris, Dewan Pengawas Syariah dan Direksi Bank, memberikan persetujuan penambahan modal dengan cara menerbitkan saham baru dengan memberikan Hak Memesan Efek Terlebih Dahulu (HMETD), memberikan wewenang dan kuasa kepada Direksi Bank dengan hak substitusi untuk melakukan segala tindakan yang diperlukan dalam rangka penambahan modal, memberikan kuasa kepada Direksi Bank untuk merubah anggaran dasar Bank dalam rangka peningkatan modal.

GENERAL MEETING OF SHAREHOLDERS (GMS)

The General Meeting of Shareholders (GMS) is the highest organ of the Bank, which holds all authorities which are not delegated to the Board of Commissioners or the Board of Directors. Included in the powers of the GMS are to appoint members of the Board of Commissioners and members of the Board of Directors, decide whether to accept or reject reports from the Board of Commissioners and the Board of Directors, appoint external auditors, and determine the suitability between remuneration and dividends, evaluate the performance of the Board of Commissioners and Directors, approve changes to the Bank's articles of association, approve financial reports, and determine remuneration for members of the Board of Commissioners and the Board of Directors. The GMS consists of the Annual GMS (AGM) and the Extraordinary GMS (EGMS). The General Meeting of Shareholders (GMS) is a meeting attended by a quorum of Shareholders and convened by the Board of Directors at the request of the shareholders.

Type of GMS

1. Annual GMS
   The holding of this annual GMS is carried out by the Board of Directors by inviting the Board of Commissioners, Sharia Supervisory Board and Shareholders to discuss and request approval of the Annual Report, ratification of the Financial Statements, and ratification of the Supervisory Report of the Bank's Board of Commissioners, determination of the use of the Bank's net profit, appointment of a Public Accountant Office, determination of the remuneration package including allowances, bonuses and facilities provided to the Board of Commissioners, Board of Directors, and Sharia Supervisory Board, reporting on the realization of the use of proceeds from the Public Offering, changes in Bank address and changes in the composition of Bank Management.
2. Extraordinary GMS (EGMS)
   Extraordinary GMS is another GMS which can be held at any time based on the need for the interest of the Bank. The discussion of the EGMS meeting included changing the name of the Bank, appointing and dismissing the Board of Commissioners, Sharia Supervisory Board and Board of Directors of the Bank, giving approval for additional capital by issuing new shares by granting Pre-emptive Rights (HMETD), granting authority and power of attorney to the Board of Directors of the Bank with right of substitution to take all necessary actions in order to increase capital, authorize the Board of Directors of the Bank to amend the articles of association of the Bank in order to increase capital.

Penyelenggaraan RUPS

Pelaksanaan RUPS didahului dengan proses pengumuman dan pemanggilan RUPS yang dilakukan sesuai ketentuan yang berlaku. Bahan informasi yang diperlukan terkait pelaksanaan RUPS disampaikan bersamaan dengan pemanggilan RUPS. Namun jika hal tersebut belum tersedia pada saat pemanggilan RUPS, maka bahan informasi tersebut akan disampaikan pada saat RUPS diselenggarakan. Pada umumnya, sebelum RUPS dilaksanakan, akan dilakukan pemanggilan kepada pemegang saham dalam jangka waktu paling lambat 14 (empat belas) hari sebelum tanggal RUPS diadakan dengan tidak memperhitungkan tanggal pemanggilan dan tanggal RUPS. Pemanggilan RUPS dilakukan dengan surat tercatat. Dalam panggilan RUPS dicantumkan tanggal, waktu, tempat, dan mata acara rapat disertai memberitahukan bahwa bahan yang akan dibicarakan dalam RUPS tersedia di kantor Aladin Bank sejak tanggal dilakukan pemanggilan RUPS sampai dengan tanggal RUPS diadakan. Agenda RUPS dapat ditambah sesuai kebutuhan dan sepanjang tidak bertentangan dengan kepentingan Aladin Bank dapat dilakukan bila disetujui oleh peserta RUPS. Selama RUPS berlangsung acara dipimpin oleh Pemegang Saham.

Pelaksanaan RUPS di Tahun 2021

Pada tahun 2021, Aladin Bank telah melaksanakan 3 (tiga) kali RUPS yakni RUPS Luar Biasa yang diselenggarakan pada tanggal 7 April dan 28 Mei 2021, serta RUPS Tahunan yang diselenggarakan pada tanggal 29 Juli 2021. Berikut disampaikan penyelenggaraan masing-masing RUPS di tahun 2021.

Penyelenggaraan RUPS Tahunan 2021

Pada tahun 2021, Aladin Bank telah menyelenggarakan RUPS Tahunan dengan rincian sebagai berikut:

Hari/Tanggal : Date and time	Kamis, 29 Juli 2021	Thursday, July 29, 2021
Waktu : Time	Pk. 10.00 WIB s.d selesai	10.00 WIB until finished
Tempat : The place	Kantor Pusat PT Bank Aladin Syariah Tbk Millennium Centennial Center Lantai 7 Jl. Jend, Sudirman Kav, 25 Jakarta Selatan	
Pihak-pihak yang Hadir : Attendees	1. Dewan Komisaris a. Nurdiaz Alvin Pattisahusiwa (Presiden Komisaris / Independen) b. Ationo Teguh Basuki (Komisaris) c. Fransisca Ekawati (Komisaris) 2. Direksi a. Dyota Mahottama Marsudi (Presiden Direktur) b. Basuki Hidayat (Direktur Operasional) c. Mohammad Riza (Direktur Bisnis) d. Baiq Nadea Dzurriatin (Direktur Kepatuhan) e. Firdila Sari (Direktur Digital Banking) f. Willy Hambali (Direktur Keuangan dan Strategi) g. Budi Santoso Kusmiantoro (Direktur Teknologi Informasi)	1. Dewan Komisaris a. Nurdiaz Alvin Pattisahusiwa President Commissioner / Independent) b. Ationo Teguh Basuki (Commissioner) c. Fransisca Ekawati (Commissioner) 2. Direksi a. Dyota Mahottama Marsudi (President Director) b. Basuki Hidayat (Director of Operations) c. Mohammad Riza (Director of Business) d. Baiq Nadea Dzurriatin (Director of Compliance) e. Firdila Sari (Director of Digital Banking) f. Willy Hambali (Director of Finance and Strategy) g. Budi Santoso Kusmiantoro (Director of Information Technology)

GMS Implementation

The implementation of the GMS is preceded by a process of announcement and summons for the GMS which is carried out in accordance with applicable regulations. The necessary information materials related to the implementation of the GMS are submitted together with the summons for the GMS. However, if this is not available at the time of the GMS summons, then the information material will be submitted at the time the GMS is held. In general, before the GMS is held, an invitation will be made to shareholders at the latest 14 (fourteen) days before the GMS date is held, excluding the date of the invitation and the date of the GMS. The summons for the GMS shall be made by registered letter. The invitation to the GMS shall include the date, time, place, and agenda of the meeting accompanied by notifying that the material to be discussed at the GMS is available at the Aladin Bank office from the date the GMS summons is made until the date the GMS is held. The GMS agenda can be added as needed and as long as it does not conflict with Aladdin Bank's interests, it can be done if it is approved by the GMS participants. During the GMS the event is chaired by the Shareholders.

Implementation of the GMS in 2021

In 2021, Aladin Bank has held 3 (three) GMS namely the Extraordinary GMS which was held on April 7 and May 28, 2021, as well as the Annual GMS which was held on July 29, 2021. The following is a description of the implementation of each GMS in 2021 .

2021 Annual GMS

In 2021, Aladin Bank has held an Annual GMS with the following details

Adapun keputusan RUPS Tahunan sebagai berikut: The resolutions of the Annual GMS are as follows:

Hasil Keputusan RUPS Tahunan tanggal 29 Juli 2021 serta Tindak Lanjut oleh Manajemen
Results of the Decision of the Annual GMS on July 29, 2021 and Follow-up by Management

Mata Acara Rapat ke-1:
Agenda of the 1st Meeting:
Persetujuan Laporan Tahunan, Pengesahan Laporan Keuangan, dan Pengesahan Laporan Tugas Pengawasan Dewan Komisaris Bank untuk Tahun Buku yang berakhir pada tanggal 31 Desember 2020 sekaligus pemberian pelunasan dan pembebasan tanggung jawab sepenuhnya (*"volledig acquit et de charge"*) kepada Anggota Direksi atas tindakan pengurusan Bank dan Anggota Dewan Komisaris atas tindakan pengawasan Bank yang telah dijalankan selama Tahun Buku 2020.
Approval of the Annual Report, Ratification of Financial Statements, and Ratification of the Supervisory Report of the Bank's Board of Commissioners for the Financial Year ending on December 31, 2020 as well as granting full settlement and release of responsibility ("volledig acquit et de charge") to Members of the Board of Directors for the Bank's management actions and Members of the Board of Commissioners for the Bank's supervisory actions that have been carried out during the 2020 Fiscal Year.

Hasil keputusan:
Decision:
Menyetujui dan mengesahkan Laporan Tahunan, Laporan Keuangan, dan Laporan Tugas Pengawasan Dewan Komisaris Bank untuk Tahun Buku yang berakhir pada tanggal 31 (tiga puluh satu) Desember 2020 (dua ribu dua puluh) sekaligus pemberian pelunasan dan pembebasan tanggung jawab sepenuhnya (*"volledig acquit et de charge"*) kepada Anggota Direksi atas tindakan pengurusan Bank dan Anggota Dewan Komisaris atas tindakan pengawasan Bank yang telah dijalankan selama Tahun Buku 2020 (dua ribu dua puluh)
Approve and ratify the Annual Report, Financial Statements, and Report on the Supervisory Duties of the Bank's Board of Commissioners for the Financial Year ending on 31 (thirty-first) December 2020 (two thousand and twenty) as well as granting full settlement and discharge of responsibilities ("volledig acquit et al. de charge") to Members of the Board of Directors for the actions of the Bank's management and Members of the Board of Commissioners for the Bank's supervisory actions that have been carried out during the 2020 Financial Year (two thousand and twenty)

Tindak Lanjut atas Hasil Keputusan:
Follow-up on Decision Results:
Sudah terealisasi.
It's been realized.

Mata Acara Rapat ke-2:
2nd Meeting Agenda:
Penetapan penggunaan Laba Bersih Bank untuk Tahun Buku yang berakhir pada tanggal 31 Desember 2020.
Determination of the use of the Bank's Net Profit for the Financial Year ending on December 31, 2020.

Hasil keputusan:
Decision:
Tidak melakukan pembayaran Dividen dan akan menjadikan seluruh porsi Laba Bersih Bank menjadi Laba Ditahan yang akan digunakan untuk modal kerja.
Not paying dividends and will turn the entire portion of the Bank's Net Profit into Retained Earnings which will be used for working capital.

Tindak Lanjut atas Hasil Keputusan:
Follow-up on Decision Results:
Sudah terealisasi.
It's been realized.

Mata Acara Rapat ke-3:
3rd Meeting Agenda:
Penunjukan Kantor Akuntan Publik untuk melakukan Audit Laporan Keuangan Bank untuk Tahun Buku yang akan berakhir pada tanggal 31 Desember 2021.
Appointment of a Public Accounting Firm to audit the Bank's Financial Statements for the Fiscal Year ending on December 31, 2021.

Hasil keputusan:
Decision:
Memberikan kuasa dan wewenang kepada Dewan Komisaris Bank untuk:
Provide power and authority to the Bank's Board of Commissioners to:
1. Menunjuk dan menetapkan Kantor Akuntan Publik yang akan mengaudit Laporan Keuangan Bank untuk Tahun Buku yang berakhir pada tanggal 31 (tiga puluh satu) Desember 2021 (dua ribu dua puluh satu);
2. Menetapkan honorarium dan persyaratan-persyaratan lain penunjukan Akuntan Publik tersebut; serta
3. Menunjuk Kantor Akuntan Publik pengganti bilamana Kantor Akuntan Publik tersebut tidak dapat melaksanakan tugas auditnya sesuai dengan standar akuntansi dan ketentuan perundangan yang berlaku, termasuk peraturan di bidang pasar modal dan peraturan Bapepam dan LK dan/atau Peraturan OJK.

1. Appoint and determine a Public Accounting Firm that will audit the Bank's Financial Statements for the Financial Year ending on 31 (thirty one) December 2021 (two thousand and twenty one);
2. Determine the honorarium and other requirements for the appointment of the Public Accountant; as well as
3. Appoint a substitute Public Accounting Firm if the Public Accounting Firm is unable to carry out its audit duties in accordance with accounting standards and applicable laws and regulations, including regulations in the capital market and Bapepam and LK regulations and/or OJK Regulations.

Tindak Lanjut atas Hasil Keputusan:
Follow-up on Decision Results:
Sudah terealisasi.
It's been realized.

Hasil Keputusan RUPS Tahunan tanggal 29 Juli 2021 serta Tindak Lanjut oleh Manajemen
Results of the Decision of the Annual GMS on July 29, 2021 and Follow-up by Management

Mata Acara Rapat ke-4:
4th Meeting Agenda:
Penetapan paket Remunerasi berikut Tunjangan, Bonus dan Fasilitas yang diberikan kepada Dewan Komisaris, Direksi, dan Dewan Pengawas Syariah Bank untuk tahun buku yang berakhir pada tanggal 31 Desember 2021.
Determination of the Remuneration package including Allowances, Bonuses and Facilities provided to the Board of Commissioners, Board of Directors, and Sharia Supervisory Board of the Bank for the financial year ending December 31, 2021.

Hasil keputusan:
Decision:
Menyetujui pemberian dan pendelegasian kewenangan kepada Dewan Komisaris Bank untuk menetapkan paket Remunerasi berikut Tunjangan, Bonus dan Fasilitas yang diberikan kepada Dewan Komisaris, Direksi, dan Dewan Pengawas Syariah Bank untuk tahun buku yang berakhir pada tanggal 31 (tiga puluh satu) Desember 2021 (dua ribu dua puluh satu).
Approved the granting and delegation of authority to the Bank's Board of Commissioners to determine the Remuneration package including Allowances, Bonuses and Facilities provided to the Bank's Board of Commissioners, Directors, and Sharia Supervisory Board for the financial year ending on 31 (thirty one) December 2021 (two thousand twenty one).

Tindak Lanjut atas Hasil Keputusan:
Follow-up on Decision Results:
Sudah terealisasi.
It's been realized.

Mata Acara Rapat ke-5:
5th Meeting Agenda:
Pelaporan realisasi penggunaan Dana hasil Penawaran Umum.
Reporting on the realization of the use of the proceeds from the Public Offering.

Hasil keputusan:
Direksi telah melaporkan Realisasi Penggunaan Dana Hasil Penawaran Umum Bank per 30 (tiga puluh) Juni 2021 (dua ribu dua puluh satu) pada Rapat Umum Pemegang Saham Tahunan yang dilaksanakan pada hari ini, Kamis, tanggal 29 (dua puluh sembilan) Juli 2021 (dua ribu dua puluh satu).
The Board of Directors has reported the Realization of the Use of Proceeds from the Bank's Public Offering as of 30 (thirty) June 2021 (two thousand twenty-one) at the Annual General Meeting of Shareholders held today, Thursday, 29 (twenty-nine) July 2021 (two thousand twenty one).

Tindak Lanjut atas Hasil Keputusan:
Follow-up on Decision Results:
Sudah terealisasi.
It's been realized.

Mata Acara Rapat ke-6:
Perubahan Alamat Bank.

Hasil keputusan:
Decision:
1. Memindahkan alamat domisili Bank menjadi Gedung Millennium Centennial Center, Lantai 7, Jalan Jenderal Sudirman Kavling 25, Jakarta Selatan 12920 - Indonesia.
2. Memberikan kuasa kepada salah seorang Direksi Bank untuk menyatakan keputusan ini, baik dalam suatu akta notaris dan untuk itu dikuasakan menghadap Notaris, menandatangani akta, dokumen atau surat-surat serta melakukan segala sesuatu yang diperlukan untuk tercapainya maksud tersebut di atas tanpa ada yang dikecualikan sekaligus memberitahukan perubahan tersebut kepada pihak yang berwenang.

1. Changed the domicile address of the Bank to Millennium Centennial Center Building, 7th Floor, Jalan Jenderal Sudirman Kavling 25, South Jakarta 12920 - Indonesia.
2. To authorize a member of the Board of Directors of the Bank to declare this decision, either in a notarial deed and for that he is authorized to appear before a Notary, to sign deeds, documents or letters and to do everything necessary to achieve the above objectives without any exceptions. at the same time notify the change to the competent authority.

Tindak Lanjut atas Hasil Keputusan:
Follow-up on Decision Results:
Sudah terealisasi.
It's been realized.

Hasil Keputusan RUPS Tahunan tanggal 29 Juli 2021 serta Tindak Lanjut oleh Manajemen
Results of the Decision of the Annual GMS on July 29, 2021 and Follow-up by Management

Mata Acara Rapat ke-7:
7th Meeting Agenda:
Perubahan Susunan Pengurus Bank.
Changes in the Composition of Bank Management.

Hasil keputusan:
Decision:
Mengangkat tuan RUDY HAMDANI selaku Komisaris Independen Bank, , dengan masa jabatan mengikuti masa jabatan Direksi dan Dewan Komisaris lainnya tanpa mengesampingkan hak dan -wewenang Pemegang Saham untuk memberhentikan sewaktu-waktu, yang akan berlaku efektif setelah dinyatakan lulus *fit and proper test* dan telah memperoleh surat persetujuan dari Otoritas Jasa Keuangan yang di mana telah memenuhi kompetensi yang memadai dan relevan dengan jabatannya untuk menjalankan tugas dan tanggung jawabnya serta mampu mengimplementasikan kompetensi yang dimilikinya dalam pelaksanaan tugas dan tanggung jawabnya, sehingga susunan Direksi, Dewan Komisaris dan Dewan Pengawas Syariah akan menjadi sebagai berikut:
To appoint Mr. RUDY HAMDANI as an Independent Commissioner of the Bank, with a term of office following the terms of office of the Board of Directors and other Board of Commissioners without prejudice to the rights and authorities of the Shareholders to dismiss at any time, which will be effective after passing the fit and proper test and having obtained a letter of approval from The Financial Services Authority which has fulfilled adequate and relevant competencies to its position to carry out its duties and responsibilities and is able to implement its competencies in carrying out its duties and responsibilities, so that the composition of the Board of Directors, Board of Commissioners and Sharia Supervisory Board will be as follows:

Dewan Komisaris/board of Commissioners

Presiden Komisaris (Independen)/ President Commissioner (Independent)	: Tuan NURDIAZ ALVIN PATTISAHUSIWA;*
Komisaris/Commissioner	: Tuan ATIONO TEGUH BASUKI;
Komisaris Independen/ Independent Commissioner	: Nyonya FRANSISCA EKAWATI;
Komisaris Independen/ Independent Commissioner	: Tuan RUDY HAMDANI;*

Direksi/Directors

Presiden Direktur/Commissioner	: Tuan DYOTA MAHOTTAMA MARSUDI;*
Direktur Operasional/Commissioner	: Tuan BASUKI HIDAYAT;
Direktur Bisnis/Operations director	: Tuan MOHAMMAD RIZA;
Direktur Teknologi Informasi/ Direktur Teknologi Informasi	: Tuan BUDI SANTOSO KUSMIANTORO;*
Direktur Keuangan dan Strategi/Director of Finance and Strategy	: Tuan WILLY HAMBALI;*
Direktur Digital Banking/Director of Digital Banking	: Nyonya FIRDILA SARI;*
Direktur Kepatuhan /Director of Compliance	: Nyonya BAIQ NADEA DZURRIATIN

Dewan Pengawas Syariah/Sharia Supervisory Board

Ketua/Chairman	: Tuan DR. H. M. ASRORUN NI'AM SHOLEH, MA
Anggota/Member	: Tuan Drs. H. SHOLAHUDIN AL AIYUB, S.Ag, M.Si

*belum lulus *fit and proper test* dan belum memperoleh persetujuan dari Otoritas Jasa Keuangan.
*has not passed the fit and proper test and has not obtained approval from the Financial Services Authority

Memberikan kuasa kepada Direksi Bank untuk menyatakan keputusan ini dalam suatu akta Notaris dan untuk itu dikuasakan menghadap Notaris, menandatangani akta, dokumen atau surat-surat serta melakukan segala sesuatu yang diperlukan untuk tercapainya maksud tersebut di atas tanpa ada yang dikecualikan sekaligus memberitahukan perubahan susunan pengurus ini kepada instansi yang berwenang.
To give power to the Board of Directors of the Bank to declare this decision in a notarial deed and for that reason to be authorized to appear before a notary, sign deeds, documents or letters and do everything necessary to achieve the above objectives without any exceptions and at the same time notify this change in the composition of the management to the competent authority.

Tindak Lanjut atas Hasil Keputusan:
Follow-up on Decision Results:
Sudah terealisasi.
It's been realized.

Pelaksanaan RUPS Luar Biasa Tahun 2021

Pada tahun 2021, Aladin Bank telah melaksanakan 2 (dua) kali RUPS Luar Biasa yang diselenggarakan pada tanggal 7 April dan 28 Mei 2021, dengan rincian sebagai berikut.

Implementation of the 2021 Extraordinary GMS

In 2021, Aladin Bank has held 2 (two) Extraordinary GMS which were held on April 7 and May 28, 2021, with the following details.

Hasil Keputusan RUPSLB tanggal 7 April 2021 serta Tindak Lanjut oleh Manajemen
Result of EGMS Resolution on 7 April 2021 and Follow-up by Management

Mata Acara Rapat ke-1:
Agenda of the 1st Meeting:
Persetujuan perubahan nama Perseroan.
Approval of Bank name change.

Hasil keputusan:
1. Menyetujui perubahan nama Bank menjadi PT Bank Aladin Syariah Tbk .
2. Memberikan kuasa kepada Direksi Bank untuk menyatakan keputusan tersebut, baik dalam suatu akta notaris dan untuk itu dikuasakan menghadap Notaris, menandatangani akta, dokumen atau surat-surat serta melakukan segala sesuatu yang diperlukan untuk tercapainya maksud tersebut di atas tanpa ada yang dikecualikan sekaligus memohon persetujuan kepada pihak yang berwenang atas perubahan anggaran dasar tersebut.

1. Approved the change in the name of the Bank to PT Bank Aladin Syariah Tbk.
2. Granting power to the Board of Directors of the Bank to declare the decision, either in a notarial deed and for this purpose authorized to appear before a Notary, sign deed, documents or letters and do everything necessary to achieve the above objectives without any exceptions as well as requesting approval to the competent authority on the amendment to the articles of association.

Tindak Lanjut atas Hasil Keputusan:
Follow-up on Decision Results:
Sudah terealisasi.
It's been realized.

Mata Acara Rapat ke-2:
2nd Meeting Agenda:
Persetujuan perubahan susunan pengurus Bank.
Approval of changes in the composition of the Bank's management.

Hasil keputusan:
Decision:
1. Mengangkat tuan DYOTA MAHOTTAMA MARSUDI sebagai Presiden Direktur yang baru, yang akan berlaku efektif setelah dinyatakan lulus *fit and proper test* dan telah memperoleh surat persetujuan dari Otoritas Jasa Keuangan yang di mana telah memenuhi kompetensi yang memadai dan relevan dengan jabatannya untuk menjalankan tugas dan tanggung jawabnya serta mampu mengimplementasikan kompetensi yang dimilikinya dalam pelaksanaan tugas dan tanggung jawabnya untuk jangka waktu sampai penutupan Rapat Umum Pemegang Saham Tahunan ke-3 (ketiga) mengenai penggantian Direksi pada tahun 2024 (dua ribu dua puluh empat), tanpa mengesampingkan hak dan wewenang Pemegang Saham untuk memberhentikan sewaktu-waktu;
   To appoint Mr. DYOTA MAHOTTAMA MARSUDI as the new President Director, which will be effective after being declared to have passed the fit and proper test and has obtained a letter of approval from the Financial Services Authority which has fulfilled adequate and relevant competences for his position to carry out his duties and responsibilities as well as able to implement its competence in carrying out its duties and responsibilities for a period until the closing of the 3rd (third) Annual General Meeting of Shareholders regarding the replacement of the Board of Directors in 2024 (two thousand and twenty-four), without prejudice to the rights and authorities of the Shareholders to dismiss anytime;
2. Mengangkat tuan BUDI SANTOSO KUSMIANTORO sebagai Direktur Teknologi Informasi yang baru, yang akan berlaku efektif setelah dinyatakan lulus *fit and proper test* dan telah memperoleh surat persetujuan dari Otoritas Jasa Keuangan yang di mana telah memenuhi kompetensi yang memadai dan relevan dengan jabatannya untuk menjalankan tugas dan tanggung jawabnya serta mampu mengimplementasikan kompetensi yang dimilikinya dalam pelaksanaan tugas dan tanggung jawabnya untuk jangka waktu sampai penutupan Rapat Umum Pemegang Saham Tahunan ke-3 (ketiga) mengenai penggantian Direksi pada tahun 2024 (dua ribu dua puluh empat), tanpa mengesampingkan hak dan wewenang Pemegang Saham untuk memberhentikan sewaktu-waktu.
   Appointed Mr. BUDI SANTOSO KUSMIANTORO as the new Director of Information Technology, which will be effective after being declared to have passed the fit and proper test and has obtained an approval letter from the Financial Services Authority which has fulfilled adequate and relevant competencies to his position to carry out his duties and responsibilities and is able to implement its competencies in carrying out its duties and responsibilities for a period until the closing of the 3rd (third) Annual General Meeting of Shareholders regarding the replacement of the Board of Directors in 2024 (two thousand and twenty-four), without prejudice to the rights and authorities of the Shareholders to stop at any time.
3. Mengangkat nyonya FIRDILA SARI sebagai Direktur Digital Banking yang baru, yang akan berlaku efektif setelah dinyatakan lulus *fit and proper test* dan telah memperoleh surat persetujuan dari Otoritas Jasa Keuangan yang di mana telah memenuhi kompetensi yang memadai dan relevan dengan jabatannya untuk menjalankan tugas dan tanggung jawabnya serta mampu mengimplementasikan kompetensi yang dimilikinya dalam pelaksanaan tugas dan tanggung jawabnya untuk jangka waktu sampai penutupan Rapat Umum Pemegang Saham Tahunan ke-3 (ketiga) mengenai penggantian Direksi pada tahun 2024 (dua ribu dua puluh empat), tanpa mengesampingkan hak dan wewenang Pemegang Saham untuk memberhentikan sewaktu-waktu.
   Appointed Ms. FIRDILA SARI as the new Director of Digital Banking, which will be effective after being declared to have passed the fit and proper test and has obtained a letter of approval from the Financial Services Authority which has fulfilled adequate and relevant competencies to carry out her duties and responsibilities as well as able to implement its competence in carrying out its duties and responsibilities for a period until the closing of the 3rd (third) Annual General Meeting of Shareholders regarding the replacement of the Board of Directors in 2024 (two thousand and twenty-four), without prejudice to the rights and authorities of the Shareholders to dismiss anytime.
4. Mengangkat tuan WILLY HAMBALI sebagai Direktur Keuangan dan Strategi yang baru, yang akan berlaku efektif setelah dinyatakan lulus *fit and proper test* dan telah memperoleh surat persetujuan dari Otoritas Jasa Keuangan yang di mana telah memenuhi kompetensi yang memadai dan relevan dengan jabatannya untuk menjalankan tugas dan tanggung jawabnya serta mampu mengimplementasikan kompetensi yang dimilikinya dalam pelaksanaan tugas dan tanggung jawabnya untuk jangka waktu sampai penutupan Rapat Umum Pemegang Saham Tahunan ke-3 (ketiga) mengenai penggantian Direksi pada tahun 2024 (dua ribu dua puluh empat), tanpa mengesampingkan hak dan wewenang Pemegang Saham untuk memberhentikan sewaktu-waktu.
   Appointed Mr WILLY HAMBALI as the new Director of Finance and Strategy, which will be effective after being declared to have passed the fit and proper test and has obtained a letter of approval from the Financial Services Authority which has fulfilled adequate and relevant competencies to carry out his duties and responsibilities and is able to implement its competencies in carrying out its duties and responsibilities for a period until the closing of the 3rd (third) Annual General Meeting of Shareholders regarding the replacement of the Board of Directors in 2024 (two thousand and twenty-four), without prejudice to the rights and authorities of the Shareholders to stop at any time.

Hasil Keputusan RUPSLB tanggal 7 April 2021 serta Tindak Lanjut oleh Manajemen
Result of EGMS Resolution on 7 April 2021 and Follow-up by Management

5. Mengangkat tuan NURDIAZ ALVIN PATTISAHUSIWA sebagai Presiden Komisaris yang akan merangkap sebagai Komisaris Independen yang baru, yang akan berlaku efektif setelah dinyatakan lulus *fit and proper test* dan telah memperoleh surat persetujuan dari Otoritas Jasa Keuangan yang di mana telah memenuhi kompetensi yang memadai dan relevan dengan jabatannya untuk menjalankan tugas dan tanggung jawabnya serta mampu mengimplementasikan kompetensi yang dimilikinya dalam pelaksanaan tugas dan tanggung jawabnya untuk jangka waktu sampai penutupan Rapat Umum Pemegang Saham Tahunan ke-3 (ketiga) mengenai penggantian Dewan Komisaris pada tahun 2024 (dua ribu dua puluh empat), tanpa mengesampingkan hak dan wewenang Pemegang Saham untuk memberhentikan sewaktu-waktu.
   Appointed Mr. NURDIAZ ALVIN PATTISAHUSIWA as President Commissioner who will concurrently serve as the new Independent Commissioner, which will be effective after being declared to have passed the fit and proper test and has obtained an approval letter from the Financial Services Authority which has fulfilled adequate and relevant competencies for his position to carry out their duties and responsibilities and are able to implement their competencies in carrying out their duties and responsibilities for a period until the closing of the 3rd (third) Annual General Meeting of Shareholders regarding the replacement of the Board of Commissioners in 2024 (two thousand and twenty four), without prejudice to the rights and authority of the Shareholders to terminate at any time.
6. Mengubah jabatan tuan ATIONO TEGUH BASUKI menjadi Komisaris Non Independen yang akan berlaku efektif sejak jabatan tuan NURDIAZ ALVIN PATTISAHUSIWA sebagai Presiden Komisaris merangkap Komisaris Independen telah dinyatakan lulus *fit and proper test* dan telah memperoleh persetujuan dari Otoritas Jasa Keuangan dan masa jabatan yang bersangkutan akan tetap berlaku untuk jangka waktu sampai penutupan Rapat Umum Pemegang Saham Tahunan ke-3 (ketiga) mengenai penggantian Dewan Komisaris pada tahun 2023 (dua ribu dua puluh tiga), tanpa mengesampingkan hak dan wewenang Pemegang Saham untuk memberhentikan sewaktu-waktu.
   Changed the position of Mr. ATIONO TEGUH BASUKI to become a Non-Independent Commissioner which will be effective since Mr. NURDIAZ ALVIN PATTISAHUSIWA's position as President Commissioner and Independent Commissioner has been declared to have passed the fit and proper test and has obtained approval from the Financial Services Authority and the term of office concerned will remain valid for the period until the closing of the 3rd (third) Annual General Meeting of Shareholders regarding the replacement of the Board of Commissioners in 2023 (two thousand and twenty three), without prejudice to the rights and authority of the Shareholders to dismiss them at any time.
7. Untuk masa jabatan tuan BASUKI HIDAYAT sebagai Direktur Operasional, tuan MOHAMMAD RIZA sebagai Direktur Bisnis dan nyonya BAIQ NADEA DZURRIATIN sebagai Direktur Kepatuhan akan tetap berlaku untuk jangka waktu sampai penutupan Rapat Umum Pemegang Saham Tahunan ke-3 (ketiga) mengenai penggantian Direksi pada tahun 2023 (dua ribu dua puluh tiga), tanpa mengesampingkan hak dan wewenang Pemegang Saham untuk memberhentikan sewaktu-waktu.
   For the term of office of Mr. BASUKI HIDAYAT as Director of Operations, Mr. MOHAMMAD RIZA as Director of Business and Mrs. BAIQ NADEA DZURRIATIN as Director of Compliance will remain in effect for a period until the closing of the 3rd (third) Annual General Meeting of Shareholders regarding the replacement of the Board of Directors in 2023 (two thousand twenty three), without prejudice to the rights and authority of the Shareholders to terminate at any time.
8. Untuk masa jabatan nyonya FRANSISCA EKAWATI sebagai Komisaris Independen akan tetap berlaku untuk jangka waktu sampai penutupan Rapat Umum Pemegang Saham Tahunan ke-3 (ketiga) mengenai penggantian Dewan Komisaris pada tahun 2023 (dua ribu dua puluh tiga), tanpa mengesampingkan hak dan wewenang Pemegang Saham untuk memberhentikan sewaktu-waktu.
   Ms. FRANSISCA EKAWATI's term of office as Independent Commissioner will remain in effect for a period of time until the closing of the 3rd (third) Annual General Meeting of Shareholders regarding the replacement of the Board of Commissioners in 2023 (two thousand and twenty three), without prejudice to the rights and authorities of the Shareholders. to terminate at any time.
9. Untuk masa jabatan tuan DR. H.M ASRORUN NI'AM SHOLEH, MA sebagai Ketua Dewan Pengawas Syariah dan tuan Drs. H. SHOLAHUDIN AL AIYUB, S.Ag, M.Si sebagai anggota Dewan Pengawas Syariah akan tetap berlaku sampai penutupan Rapat Umum Pemegang Saham Tahunan ke-3 (ketiga), tanpa mengesampingkan hak dan wewenang Pemegang Saham untuk memberhentikan sewaktu-waktu.
   For the term of office of Mr. DR. H.M ASRORUN NI'AM SHOLEH, MA as Chairman of the Sharia Supervisory Board and Mr. Drs. H. SHOLAHUDIN AL AIYUB, S.Ag, M.Si as a member of the Sharia Supervisory Board will remain in effect until the closing of the 3rd (third) Annual General Meeting of Shareholders, without prejudice to the rights and authority of the Shareholders to dismiss them at any time.
10. Memberhentikan dengan hormat tuan HADI SUNARYO sebagai Komisaris Independen terhitung efektif sejak penutupan RUPSLB dengan memberikan pembebasan dan pelunasan sepenuhnya (*acquit et de charge*) atas tindakan pengawasannya sepanjang tindakan tersebut tercermin dalam buku Bank.
    Honorably dismissed Mr. HADI SUNARYO as an Independent Commissioner effective as of the closing of the EGMS by granting full release and discharge (acquit et de charge) for his supervisory actions as long as these actions are reflected in the Bank's books.
11. Memberhentikan dengan hormat tuan JENMI SINTARA sebagai Komisaris Independen terhitung efektif sejak penutupan RUPSLB dengan memberikan pembebasan dan pelunasan sepenuhnya (*acquit et de charge*) atas tindakan pengawasannya sepanjang tindakan tersebut tercermin dalam buku Bank.
    Respectfully dismiss Mr. JENMI SINTARA as Independent Commissioner effective as of the closing of the EGMS by granting full release and discharge (acquit et de charge) for his supervisory actions as long as these actions are reflected in the Bank's books.
12. Memberhentikan dengan hormat tuan HARRY YOHANES KARUNDENG sebagai Direktur Operasional dan Teknologi Informasi terhitung efektif sejak penutupan RUPSLB dengan memberikan pembebasan dan pelunasan sepenuhnya (*acquit et de charge*) atas tindakan pengurusannya sepanjang tindakan tersebut tercermin dalam buku Bank.
    Respectfully dismiss Mr. HARRY YOHANES KARUNDENG as Director of Operations and Information Technology effective as of the closing of the EGMS by granting full release and settlement (acquit et de charge) for his management actions as long as these actions are reflected in the Bank's books.

Hasil Keputusan RUPSLB tanggal 7 April 2021 serta Tindak Lanjut oleh Manajemen
Result of EGMS Resolution on 7 April 2021 and Follow-up by Management

13. Selanjutnya sejak ditutupnya RUPSLB, susunan anggota Direksi, Dewan Komisaris dan Dewan Pengawas Syariah Bank sebagai berikut:
Furthermore, since the closing of the EGMS, the composition of the members of the Board of Directors, Board of Commissioners and Sharia Supervisory Board of the Bank is as follows:

Direksi/Directors

a.	Presiden Direktur/Commissioner	: Tuan DYOTA MAHOTTAMA MARSUDI
b.	Direktur Operasional/Commissioner	: Tuan BASUKI HIDAYAT
c.	Direktur Bisnis/Operations director	: Tuan MOHAMMAD RIZA
d.	Direktur Teknologi Informasi/ Direktur Teknologi Informasi	: Tuan BUDI SANTOSO KUSMIANTORO
e.	Direktur Keuangan dan Strategi/Director of Finance and Strategy	: Tuan WILLY HAMBALI
f.	Direktur Digital Banking/Director of Digital Banking	: Nyonya FIRDILA SARI
g.	Direktur Kepatuhan /Director of Compliance	: Nyonya BAIQ NADEA DZURRIATIN

Dewan Komisaris/board of Commissioners

a.	Presiden Komisaris (Independen)/President Commissioner (Independent)	: Tuan NURDIAZ ALVIN PATTISAHUSIWA
b.	Komisaris/Commissioner	: Tuan ATIONO TEGUH BASUKI
c.	Komisaris Independen/ Independent Commissioner	: Nyonya FRANSISCA EKAWATI

Dewan Pengawas Syariah/Sharia Supervisory Board

a.	Ketua/Chairman	: Tuan DR. H. M. ASRORUN NI'AM SHOLEH, MA
b.	Anggota/Member	: Tuan Drs. H. SHOLAHUDIN AL AIYUB, S.Ag, M.Si

14. Memberikan kuasa kepada Direksi Bank untuk menyatakan keputusan tersebut dalam suatu akta Notaris dan untuk itu dikuasakan menghadap Notaris, menandatangani akta, dokumen atau surat-surat serta melakukan segala sesuatu yang diperlukan untuk tercapainya maksud tersebut di atas tanpa ada yang dikecualikan sekaligus memberitahukan perubahan susunan pengurus tersebut kepada instansi yang berwenang.
To give power to the Board of Directors of the Bank to declare the decision in a notarial deed and for that reason to be empowered to appear before a notary, sign deeds, documents or letters and do everything necessary to achieve the above objectives without any exceptions and at the same time notify the change in the composition of the management to the competent authority.

Tindak Lanjut atas Hasil Keputusan:
Follow-up on Decision Results:
Sudah terealisasi.
It's been realized.

Mata Acara Rapat ke-3:
3rd Meeting Agenda:
Persetujuan penambahan modal dengan cara menerbitkan saham baru dengan memberikan Hak Memesan Efek Terlebih Dahulu.
Approval for additional capital by issuing new shares by granting Pre-emptive Rights.

Hasil keputusan:
Decision:
Tidak dilakukan pembahasan dan pengambilan keputusan.
There is no discussion and decision making.

Tindak Lanjut atas Hasil Keputusan:
Follow-up on Decision Results:
Sudah terealisasi.
It's been realized.

Hasil Keputusan RUPSLB tanggal 28 Mei 2021 serta Tindak Lanjut oleh Manajemen
Result of EGMS Resolution on 28 May 2021 and Follow-up by Management

Hasil keputusan:
1. Memberikan persetujuan atas rencana Perseroan melakukan penambahan modal dengan cara menerbitkan saham baru dengan memberikan Hak Memesan Efek Terlebih Dahulu.
Approval of the Company's plan to increase capital by issuing new shares by granting Pre-emptive Rights.
2. Memberikan wewenang dan kuasa kepada Direksi Perseroan dengan hak substitusi untuk melakukan segala tindakan yang diperlukan dalam rangka penambahan modal dengan cara menerbitkan saham baru dengan memberikan Hak Memesan Efek Terlebih Dahulu serta menentukan jumlah pasti saham baru yang akan dikeluarkan.
Granting authority and power to the Board of Directors of the Company with substitution rights to take all necessary actions in order to increase capital by issuing new shares by granting Pre-emptive Rights and determining the exact number of new shares to be issued.
3. Memberikan kuasa kepada Direksi Perseroan untuk mengubah anggaran dasar Perseroan dalam rangka peningkatan modal ditempatkan dan disetor Perseroan sehubungan penambahan modal dengan cara menerbitkan saham baru dengan memberikan Hak Memesan Efek Terlebih Dahulu dan melakukan segala suatu tindakan, tanpa ada yang dikecualikan.
Granting power to the Board of Directors of the Company to amend the articles of association of the Company in order to increase the issued and paid-up capital of the Company in connection with additional capital by issuing new shares by granting Pre-emptive Rights and taking all actions, without exception.

Tindak Lanjut atas Hasil Keputusan:
Follow-up on Decision Results:
Sudah terealisasi.
It's been realized.

Dewan Komisaris
Board of Commissioners

Dewan Komisaris merupakan organ Bank yang bertugas melakukan pengawasan secara umum dan/atau khusus sesuai dengan Anggaran Dasar serta memberi nasihat kepada Direksi sebagaimana dimaksud dalam Undang-Undang Nomor 40 Tahun 2007 tentang Bank Terbatas. Dewan Komisaris memiliki wewenang dan tanggung jawab sesuai dengan fungsinya masing-maisng sebagaimana diamanahkan dalam Anggaran Dasar dan peraturan perundang-undang yang berlaku.

Berdasarkan Anggaran Dasar Bank, anggota Dewan Komisaris diangkat oleh Rapat Umum Pemegang Saham (RUPS) setelah mendapat persetujuan Otoritas Jasa Keuangan untuk jangka waktu 3 (tiga) tahun dengan tidak mengurangi hak RUPS untuk memberhentikan sewaktu-waktu. Kemudian, usulan pengangkatan dan/atau penggantian anggota Dewan Komisaris kepada RUPS dilakukan dengan memperhatikan rekomendasi Komite Remunerasi dan Nominasi.

Kriteria Dewan Komisaris

Anggota Dewan Komisaris Bank merupakan perseorangan yang memenuhi kriteria dan persyaratan sesuai dengan Anggaran Dasar Bank. Adapun kriteria atau persyaratan seseorang dapat menjabat sebagai Dewan Komisaris Bank adalah sebagai berikut:

1. Mampu melaksanakan perbuatan hukum.
2. Memiliki dedikasi, memahami masalah-masalah manajemen perusahaan.
3. Memiliki pengetahuan yang memadai di bidang keuangan dan perbankan, terutama perbankan syariah.
4. Mampu bekerja sama dengan anggota Dewan Komisaris lainnya.
5. Tidak pernah dinyatakan pailit oleh Pengadilan.
6. Tidak pernah menjadi Direktur atau anggota Dewan Komisaris yang dinyatakan bersalah menyebabkan suatu perusahaan dinyatakan pailit.
7. Tidak pernah dihukum karena melakukan perbuatan pidana yang merugikan keuangan negara dalam waktu 5 (lima) tahun sebelum pengangkatannya.
8. Tidak mempunyai hubungan keluarga sedarah sampai dengan derajat kedua, dengan Pemegang Saham Pengendali, anggota Dewan Komisaris dan atau Direktur lainnya.
9. Memiliki komitmen untuk menyediakan waktu yang memadai.
10. Memiliki integritas dan reputasi yang baik, yaitu tidak pernah secara langsung maupun tidak langsung terlibat dalam perbuatan rekayasa dan praktik-praktik menyimpang, cidera janji serta perbuatan lain yang merugikan perusahaan di mana yang bersangkutan bekerja atau pernah bekerja.

The Board of Commissioners is an organ of the Bank in charge of conducting general and/or specific supervision in accordance with the Articles of Association and providing advice to the Board of Directors as referred to in Law Number 40 of 2007 concerning Limited Liability Companies. The Board of Commissioners has the authority and responsibility in accordance with their respective functions as mandated in the Articles of Association and the applicable laws and regulations.

Based on the Bank's Articles of Association, members of the Board of Commissioners are appointed by the General Meeting of Shareholders (GMS) after obtaining approval from the Financial Services Authority for a period of 3 (three) years without prejudice to the right of the GMS to dismiss them at any time. Then, the proposed appointment and/or replacement of members of the Board of Commissioners to the GMS is made by taking into account the recommendations of the Remuneration and Nomination Committee.

Board of Commissioners Criteria

Members of the Bank's Board of Commissioners are individuals who meet the criteria and requirements in accordance with the Bank's Articles of Association. The criteria or requirements for a person to serve as the Bank's Board of Commissioners are as follows:

1. Able to carry out legal actions.
2. Have dedication, understand the problems of company management.
3. Have adequate knowledge in finance and banking, especially sharia banking.
4. Able to cooperate with other members of the Board of Commissioners.
5. Never been declared bankrupt by the Court.
6. Never been a Director or member of the Board of Commissioners who was found guilty of causing a company to be declared bankrupt.
7. Never been sentenced for committing a criminal act that was detrimental to state finances within 5 (five) years prior to his appointment.
8. Have no blood family relationship up to the second degree, with the Controlling Shareholders, members of the Board of Commissioners and or other Directors.
9. Have a commitment to provide adequate time.
10. Have good integrity and reputation, that is, have never been directly or indirectly involved in engineering acts and deviant practices, breach of contract and other actions that are detrimental to the company where the person concerned works or has worked.

11. Memiliki kompetensi, yaitu kemampuan dan pengalaman dalam bidang-bidang yang relevan dengan tugas dan kewajiban Komisaris.
12. Memiliki kemampuan untuk mempertimbangkan suatu masalah secara memadai.
13. Memiliki kemampuan untuk membahas permasalahan tanpa campur tangan manajemen.
14. Memiliki akhlak dan moral yang baik.
15. Memiliki komitmen untuk mematuhi peraturan perundang-undangan yang berlaku.
16. Memiliki pengalaman di bidang perbankan, terutama perbankan syariah.
17. Lulus Uji Kemampuan dan Kepatutan (*fit and proper test*) dari otoritas yang berwenang.
18. Bagi Komisaris Independen, selain harus memenuhi persyaratan umum seperti tersebut di atas, juga berlaku syarat independensi dan kriteria lainnya sebagaimana dimaksud dalam Peraturan Bank Indonesia tentang *Good Corporate Governance* (GCG) dan Peraturan Perundangan lainnya.

Ketentuan Masa Jabatan Dewan Komisaris

Berdasarkan Anggaran Dasar Bank, Dewan Komisaris diangkat oleh RUPS untuk jangka waktu terhitung sejak tanggal RUPS yang mengangkatnya dan berakhir pada penutupan RUPS yang ketiga setelah tanggal pengangkatannya dengan tidak mengurangi hak RUPS untuk memberhentikan anggota Dewan Komisaris sewaktu-waktu sebelum masa jabatannya berakhir.

Jabatan anggota Dewan Komisaris berkakhir apabila:

1. Meninggal dunia;
2. Masa jabatannya berakhir;
3. Diberhentikan berdasarkan RUPS;
4. Pengunduran dirinya efektif;
5. Dinyatakan pailit atau ditaruh di bawah pengampuan berdasarkan putusan Pengadilan
6. Tidak lagi memenuhi persyaratan perundang-undangan yang berlaku.

Fungsi Dewan Komisaris

Dewan Komisaris bertugas melakukan pengawasan terhadap kebijakan pengurusan baik mengenai Aladin Bank maupun usaha Bank yang dilakukan oleh Direksi, serta memberikan nasihat kepada Direksi termasuk pengawasan terhadap pelaksanaan Rencana Jangka Panjang Perusahaan, Rencana Kerja dan Anggaran Perusahaan serta ketentuan Anggaran Dasar dan Keputusan Rapat Umum Pemegang Saham, serta peraturan perundang-undangan yang berlaku, untuk kepentingan Bank dan sesuai dengan maksud dan tujuan Bank.

Jumlah, Komposisi, Susunan dan Dasar Pengangkatan Anggota Dewan Komisaris di Sepanjang Tahun 2021

Berbekal pemahaman dan kompetensi yang memadai, Dewan Komisaris memiliki keahlian untuk melaksanakan tugas dan tanggung jawabnya sehingga dapat menghadapi

11. Have competence, namely the ability and experience in fields relevant to the duties and responsibilities of the Commissioner.
12. Have the ability to consider a problem adequately.
13. Have the ability to discuss problems without management intervention.
14. Have good character and morals.
15. Have a commitment to comply with the applicable laws and regulations.
16. Has experience in banking, especially sharia banking.
17. Pass the fit and proper test from the competent authority.
18. For Independent Commissioners, apart from having to meet the general requirements as mentioned above, the independence requirements and other criteria as referred to in Bank Indonesia Regulations concerning Good Corporate Governance (GCG) and other laws and regulations also apply.

Terms of Service of the Board of Commissioners

Based on the Bank's Articles of Association, the Board of Commissioners is appointed by the GMS for a period starting from the date of the GMS that appointed it and ends at the closing of the third GMS after the date of appointment without prejudice to the right of the GMS to dismiss members of the Board of Commissioners at any time before their term of office ends.

The position of a member of the Board of Commissioners ends when:

1. Died;
2. His term of office ends;
3. Dismissed based on the GMS;
4. His resignation is effective;
5. Declared bankrupt or placed under custody based on a court decision
6. No longer fulfills the requirements of the applicable laws and regulations.

Functions of the Board of Commissioners

The Board of Commissioners is in charge of supervising the management policies both regarding Aladin Bank and the Bank's business carried out by the Board of Directors, as well as providing advice to the Board of Directors including supervision of the implementation of the Company's Long-Term Plan, Work Plan and Company's Budget as well as the provisions of the Articles of Association and Decisions of the General Meeting of Shareholders, as well as the prevailing laws and regulations, for the interest of the Bank and in accordance with the aims and objectives of the Bank.

Number, Composition, Structure and Basis of Appointment of Members of the Board of Commissioners in 2021

Armed with adequate understanding and competence, the Board of Commissioners has the expertise to carry out its duties and responsibilities so that it can deal effectively

permasalahan yang mungkin akan timbul secara efektif. Selama tahun 2021, jumlah dan komposisi Dewan Komisaris mengalami perubahan berdasarkan Keputusan RUPS/ Keputusan Pemegang Saham di luar mekanisme RUPS tanggal 7 April 2021.

with problems that may arise. During 2021, the number and composition of the Board of Commissioners underwent changes based on the GMS Resolutions/Shareholders Decisions outside the GMS mechanism on April 7, 2021.

Komposisi Dewan Komisaris Aladin Bank telah sesuai dengan ketentuan dalam Peraturan Bank Indonesia No. 11/33/PBI/2009 tanggal 7 Desember 2009 tentang Pelaksanaan *Good Corporate Governance* Bagi Bank Umum Syariah dan Unit Usaha Syariah.

The composition of Aladin Bank's Board of Commissioners has complied with the provisions of 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.

Adapun komposisi dan susunan Dewan Komisaris per 31 Desember 2021 adalah sebagai berikut:

Composition and Composition of the Board of Commissioners as of December 31, 2021

Komposisi dan Susunan Dewan Komisaris per 31 Desember 2021
Composition and Composition of the Board of Commissioners as of December 31, 2021

Nama Name	Jabatan Position	Dasar Pengangkatan Basis of Appointment
Nurdiaz Alvin Pattisahusiwa	Presiden Komisaris (Independen)* President Commissioner (independent)	RUPS Luar Biasa tanggal 7 April 2021 sebagaimana telah tertuang dalam Akta Pernyataan Keputusan RUPS Luar Biasa No. 11 tanggal 7 April 2021 Extraordinary GMS on April 7, 2021 as stated in the Deed of Resolution of the Extraordinary GMS No. 11 April 7, 2021
Rudy Hamdani	Komisaris (Independen)** Commissioner (independent)	Rapat Umum Pemegang Saham (RUPS) Tahunan tanggal 29 Juli 2021 yang telah diaktakan melalui Akta No. 54 tanggal 29 Juli 2021 Annual GMS on July 29, 2021 as stated in the Deed of Decision of the Annual GMS No. 54 July 29, 2021
Ationo Teguh Basuki	Komisaris Commissioner	Keputusan Sirkuler Para Pemegang Saham tanggal 28 Mei 2020 sebagaimana telah tertuang dalam Akta Pernyataan Keputusan Sirkuler No. 149 tanggal 28 Mei 2020 Circular Decision of Shareholders dated May 28, 2020 as stated in the Deed of Circular Decision Statement No. 149 May 28, 2020
Fransisca Ekawati	Komisaris Independen Commissioner independent	RUPS Luar Biasa tanggal 7 April 2021 sebagaimana telah tertuang dalam Akta Pernyataan Keputusan RUPS Luar Biasa No. 11 tanggal 7 April 2021 Extraordinary GMS on April 7, 2021 as stated in the Deed of Resolution of the Extraordinary GMS No. 11 April 7, 2021

*Nurdiaz Alvin Pattisahusiwa tidak lagi menjabat sebagai Presiden Komisaris (Independen) sejak 10 Februari 2022.
**Efektif setelah dinyatakan lulus Penilaian Kemampuan dan Kepatutan (Fit & Proper Test) oleh Otoritas Jasa Keuangan pada 18 Februari 2022
*Nurdiaz Alvin Pattisahusiwa no longer serves as President Commissioner (Independent) since 10 February 2022.
**Effective after being declared to have passed the Fit & Proper Test by the Financial Services Authority in February 18, 2022

Integritas, Kompetensi dan Reputasi Keuangan

Seluruh anggota Dewan Komisaris telah memiliki integritas, kompetensi dan reputasi keuangan yang memadai. Seluruh anggota Dewan Komisaris telah lulus *fit and proper test* dan telah memperoleh surat persetujuan dari BI dan/atau OJK, sebagai berikut:

1. Hasil kelulusan *Fit & Proper Test* untuk Bapak Ationo Teguh Basuki Selaku Calon Presiden Komisaris berdasarkan Surat Keputusan Otoritas Jasa Keuangan No. SR-30/PB.101/2020 tanggal 15 Oktober 2020 perihal Keputusan Hasil Uji Kemampuan dan Kepatutan (*Fit and Proper Test*) Calon Presiden Komisaris Perseroan.
2. Hasil kelulusan Fit & Proper Test untuk Ibu Fransisca Ekawati Selaku Calon Komisaris berdasarkan Surat Deputi Gubernur Bank Indonesia No.12/5/DpG/DPbS tangal 23 September 2010 perihal Keputusan Atas

Financial Integrity, Competence and Reputation

All members of the Board of Commissioners have integrity, competence and adequate financial reputation. All members of the Board of Commissioners have passed the fit and proper test and have obtained approval letters from BI and/or OJK, as follows:

1. The results of the Fit & Proper Test for Mr. Ationo Teguh Basuki as a Candidate for President Commissioner based on the Decree of the Financial Services Authority No. SR-30/PB.101/2020 dated October 15, 2020 regarding the Decision on the Fit and Proper Test Results for the Bank's President Commissioner Candidates.
2. The results of the Fit & Proper Test for Mrs. Fransisca Ekawati as a Candidate for Commissioner based on the Letter of the Deputy Governor of Bank Indonesia

Calon Anggota Dewan Komisaris, Direksi dan Dewan Pengawas Syariah Bank Saudara Dalam Rangka Perubahan Kegiatan Usaha Menjadi Bank Umum Syariah dan surat Deputi Gubernur Bank Indonesia No.14/1/GBI/DPbS tanggal 15 Maret 2012 perihal Keputusan Atas Permohonan Perubahan Status Jabatan Komisaris Menjadi Komisaris Independen.

3. Hasil penilaian Fit & Proper Test bapak Rudy Hamdani Selaku Calon Presiden Komisaris Independen berdasarkan Salinan Keputusan Dewan Komisioner Otoritas Jasa Keuangan Nomor KEP-24/D.03/2022 tanggal 18 Februari 2022 tentang Hasil Penilaian Kemampuan dan Kepatutan Sdr. Rudy Hamdani Selaku Calon Presiden Komisaris Independen PT Bank Aladin Syariah Tbk.

Kepemilikan Saham Dewan Komisaris

Seluruh anggota Dewan Komisaris tidak mempunyai kepemilikan saham yang mencapai 5% (lima persen) atau lebih dari modal disetor, meliputi jenis dan jumlah saham pada Perseroan, maupun bank dan Perseroan lain yang berkedudukan di dalam atau luar negeri.

Rangkap Jabatan

Anggota Dewan Komisaris Perseroan diperkenankan memiliki rangkap jabatan sepanjang sesuai dengan ketentuan yang berlaku. Kebijakan rangkap jabatan yang di Perseroan mengacu kepada Peraturan Bank Indonesia No. 11/33/PBI/2009 tanggal 7 Desember 2009 tentang Pelaksanaan *Good Corporate Governance* Bagi Bank Umum Syariah dan Unit Usaha Syariah dan juga diatur dalam Pasal 26 ayat (1) Peraturan Bank Indonesia No. 11/3/PBI/2009 tanggal 29 Januari 2009 tentang Bank Umum Syariah. Rangkap jabatan yang dimiliki Dewan Komisaris adalah sebagai berikut.

No.12/5/DpG/DPbS dated 23 September 2010 concerning Decisions on Candidates for Members of the Board of Commissioners, Directors and Sharia Supervisory Board of Bank Saudara Dalam The Framework for Changes in Business Activities to Become a Sharia Commercial Bank and the letter of the Deputy Governor of Bank Indonesia No.14/1/GBI/DPbS dated March 15, 2012 regarding the Decision on Application for Change of Position from Commissioner to Independent Commissioner.

3. The results of the Fit & Proper Test assessment, Mr. Rudy Hamdani as a Candidate for Independent President Commissioner based on a Copy of the Decision of the Board of Commissioners of the Financial Services Authority Number KEP-24/D.03/2022 dated February 18, 2022 regarding the Fit and Proper Test Results of Mr. Rudy Hamdani As Candidate for Independent President Commissioner of PT Bank Aladin Syariah Tbk.

Share Ownership of the Board of Commissioners

All members of the Board of Commissioners do not have share ownership that reaches 5% (five percent) or more of the paid-up capital, including the type and number of shares in the Bank, as well as banks and other banks domiciled at home or abroad.

Double job

Members of the Bank's Board of Commissioners are allowed to hold concurrent positions as long as they comply with applicable regulations. The policy for concurrent positions at the Bank refers to Bank Indonesia Regulation No. 11/33/PBI/2009 dated December 7, 2009 concerning the Implementation of Good Corporate Governance for Sharia Commercial Banks and Sharia Business Units and is also regulated in Article 26 paragraph (1) of Bank Indonesia Regulation No. 11/3/PBI/2009 dated January 29, 2009 concerning Islamic Commercial Banks. The concurrent positions held by the Board of Commissioners are as follows.

Nama Name	**Jabatan** Position	**Jabatan pada Perusahaan/Instansi Lain** Position in Other Companies/Agencies	**Nama Perusahaan/Instansi Lain** Name of Company/Other Agencies
Ationo Teguh Basuki	Komisaris Commissioner	Tidak menjabat pada perusahaan/ instansi lain Not serving in other companies/agencies	-
Fransisca Ekawati	Komisaris Independen Independent Commissioner	Tidak menjabat pada perusahaan/ instansi lain Not serving in other companies/agencies	-
Rudy Hamdani	Komisaris Independen Independent Commissioner	Tidak menjabat pada perusahaan/ instansi lain Not serving in other companies/agencies	-

Hubungan Afiliasi Dewan Komisaris

Lingkup pengungkapan hubungan afiliasi Dewan Komisaris adalah hubungan afiliasi atau keterikatan atau ketergantungan dalam hubungan keuangan, kepengurusan, kepemilikan saham dan/atau hubungan keluarga sampai dengan derajat kedua; antar pejabat anggota Dewan Komisaris lainnya, anggota Direksi dan pemegang saham pengendali atau pemegang saham utama, dengan tujuan menghindari adanya benturan kepentingan yang dapat mengganggu proses pengambilan keputusan yang dapat merugikan Perseroan.

Seluruh anggota Dewan Komisaris Perseroan tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris lainnya, Direksi dan Pemegang Saham, sebagaimana tercermin dalam tabel berikut:

Board of Commissioners Affiliation Relations

The scope of disclosure of the affiliation of the Board of Commissioners is affiliation or attachment or dependence in financial, management, share ownership and/or family relationships up to the second degree; between other members of the Board of Commissioners, members of the Board of Directors and the controlling shareholder or major shareholder, with the aim of avoiding any conflict of interest that could interfere with the decision-making process that could harm the Bank.

All members of the Bank's Board of Commissioners have no affiliation with other members of the Board of Commissioners, Directors and Shareholders, as reflected in the following table:

Nama Name	Jabatan Position	Hubungan Keluarga dengan Family Relationship with			Hubungan Keuangan dengan Financial Relationship with		
		Dewan Komisaris Board of Commissioners	Direksi Directors	Pemegang Saham Shareholders	Dewan Komisaris Board of Commissioners	Direksi Directors	Pemegang Saham Shareholders
Ationo Teguh Basuki	Komisaris Commissioner	x	x	x	x	x	x
Fransisca Ekawati	Komisaris Independen Independent Commissioner	x	x	x	x	x	x
Rudy Hamdani	Komisaris Independen Independent Commissioner	x	x	x	x	x	x

Tugas dan Tanggung Jawab Dewan Komisaris

Dewan Komisaris memiliki tugas dan tanggung jawab untuk memastikan pelaksanaan prinsip-prinsip GCG dalam semua aktivitas Perseroan di tiap tingkat maupun jenjang organisasi. Sesuai dengan Anggaran Dasar dan Tata Tertib Dewan Komisaris serta peraturan perundang-undangan yang berlaku, Dewan Komisaris bertugas, antara lain:

1. Melaksanakan pengawasan terhadap pelaksanaan tugas dan tanggung jawab Direksi secara berkala maupun sewaktu-waktu, serta memberikan nasihat kepada Direksi.
2. Dalam melakukan pengawasan sebagaimana dimaksud di atas, Dewan Komisaris mengarahkan, memantau, dan mengevaluasi pelaksanaan kebijakan strategis Perseroan. Untuk memudahkan pengawasan oleh Dewan Komisaris, Perseroan menyampaikan laporan Realisasi Rencana Bisnis Bank (RBB) secara triwulanan kepada Dewan Komisaris. Selain itu Direksi selalu melaporkan perkembangan pelaksanaan kebijakan strategis Perseroan dalam setiap Rapat Dewan Komisaris yang diadakan setiap 2 (dua) bulan sekali.

Duties and Responsibilities of the Board of Commissioners

The Board of Commissioners has duties and responsibilities to ensure the implementation of GCG principles in all Bank activities at every level and organizational level. In accordance with the Articles of Association and the Rules of Conduct of the Board of Commissioners as well as the prevailing laws and regulations, the Board of Commissioners has duties, among others:

1. Supervise the implementation of the duties and responsibilities of the Board of Directors periodically or at any time, as well as provide advice to the Board of Directors.
2. In carrying out the supervision as referred to above, the Board of Commissioners directs, monitors, and evaluates the implementation of the Bank's strategic policies. To facilitate supervision by the Board of Commissioners, the Bank submits a report on the Realization of the Bank's Business Plan (RBB) on a quarterly basis to the Board of Commissioners. In addition, the Board of Directors always reports the progress of the implementation of the Bank's strategic policies in every Board of Commissioners Meeting which is held every 2 (two) months.

3. Dalam melakukan pengawasan Dewan Komisaris tidak terlibat dalam pengambilan keputusan kegiatan operasional Bank, kecuali pengambilan keputusan untuk pemberian pembiayaan kepada pihak terkait sebagaimana diatur dalam Anggaran Dasar dan ketentuan Bank Indonesia serta Otoritas Jasa Keuangan tentang batas maksimum penyaluran dana dan hal-hal lain yang ditetapkan dalam Anggaran Dasar.
4. Memastikan bahwa Direksi telah menindaklanjuti temuan audit dan rekomendasi dari hasil pengawasan Otoritas Jasa Keuangan, Bank Indonesia, audit internal, audit eksternal, Dewan Pengawas Syariah, dan otoritas lainnya. Dalam setiap Rapat Dewan Komisaris, Direksi selalu melaporkan perkembangan tindak lanjut atas temuan audit dan rekomendasi dari audit internal (Satuan Kerja Audit Internal/SKAI), audit eksternal, OJK, BI, Dewan Pengawas Syariah, dan hasil pengawasan otoritas lainnya.
5. Memberitahukan kepada OJK paling lambat 7 (tujuh) hari kerja sejak ditemukannya:
   a. Pelanggaran peraturan perundang-undangan di bidang keuangan dan perbankan.
   b. Keadaan atau perkiraan keadaan yang dapat membahayakan kelangsungan usaha Bank.
6. Melaksanakan pembagian tugas dan wewenang setiap anggota Direksi.
7. Membentuk Komite Pemantau Risiko, Komite Remunerasi dan Nominasi, dan Komite Audit serta memastikan bahwa komite-komite tersebut telah menjalankan tugasnya secara efektif.

Hak dan Wewenang Dewan Komisaris

Anggota Dewan Komisaris memiliki hak dan wewenang sebagai berikut:

1. Anggota Dewan Komisaris, baik bersama-sama maupun sendiri-sendiri berhak memeriksa buku-buku, surat-surat bukti, persediaan barang-barang, memeriksa dan mencocokkan keadaan uang kas (untuk keperluan verifikasi) dan lain-lain surat berharga serta mengetahui segala tindakan yang telah dijalankan oleh Direksi.
2. Anggota Dewan Komisaris, baik bersama-sama maupun sendiri-sendiri setiap waktu berhak memasuki bangunan-bangunan dan halaman-halaman atau tempat-tempat lain yang dipergunakan atau dikuasai oleh Perseroan.
3. Anggota Dewan Komisaris berhak meminta semua keterangan yang berkenaan dengan Perseroan kepada Direksi dan Direksi harus memberikan semua keterangan yang berkenaan dengan Perseroan sebagaimana diperlukan para anggota Dewan Komisaris.
4. Mengetahui segala kebijakan dan tindakan yang telah dan akan dijalankan oleh Direksi.

3. In supervising the Board of Commissioners, the Board of Commissioners is not involved in making decisions on the Bank's operational activities, except for making decisions to provide financing to related parties as stipulated in the Articles of Association and provisions of Bank Indonesia and the Financial Services Authority regarding the maximum limit for disbursing funds and other matters stipulated in the Articles of Association.
4. Ensure that the Board of Directors has followed up on audit findings and recommendations from the results of the supervision of the Financial Services Authority, Bank Indonesia, internal audit, external audit, Sharia Supervisory Board, and other authorities. In every meeting of the Board of Commissioners, the Board of Directors always reports on the progress of follow-up on audit findings and recommendations from internal audit (Internal Audit Unit/SKAI), external audit, OJK, BI, Sharia Supervisory Board, and the results of the supervision of other authorities.
5. Notify OJK no later than 7 (seven) working days after the discovery of:
   a. Violation of laws and regulations in the field of finance and banking.
   b. Circumstances or estimates of conditions that may endanger the continuity of the Bank's business.
6. Carry out the division of duties and authorities of each member of the Board of Directors.
7. Establish a Risk Monitoring Committee, Remuneration and Nomination Committee, and Audit Committee and ensure that these committees have carried out their duties effectively.

Rights and Authorities of the Board of Commissioners

Members of the Board of Commissioners have the following rights and powers:

1. Members of the Board of Commissioners, both jointly and individually, have the right to examine books, documents of evidence, inventory of goods, check and match the condition of cash (for verification purposes) and other securities as well as to know all actions that have been carried out by the Board of Directors.
2. Members of the Board of Commissioners, either jointly or individually at any time have the right to enter buildings and courtyards or other places used or controlled by the Bank.
3. Members of the Board of Commissioners have the right to request all information regarding the Bank to the Board of Directors and the Board of Directors must provide all information relating to the Bank as required by the members of the Board of Commissioners.
4. Knowing all policies and actions that have been and will be carried out by the Board of Directors.

5. Meminta Direksi dan atau pejabat lainnya di bawah Direksi dengan sepengetahuan Direksi untuk menghadiri rapat Dewan Komisaris.
6. Mengangkat dan memberhentikan seorang Sekretaris Dewan Komisaris.
7. Memberhentikan sementara anggota Direksi sesuai dengan ketentuan Anggaran Dasar.
8. Membentuk Komite Audit, Komite Remunerasi dan Nominasi, Komite Pemantau Risiko, dan Komite lainnya jika dianggap perlu dengan memperhatikan kemampuan Perseroan.
9. Menggunakan tenaga ahli untuk hal tertentu dan dalam jangka waktu tertentu atas beban Perseroan, jika dianggap perlu dan dengan memperhatikan ketentuan yang berlaku.
10. Melakukan tindakan pengurusan Perseroan dalam keadaan tertentu untuk jangka waktu tertentu sesuai dengan ketentuan Anggaran Dasar.
11. Menghadiri rapat Direksi dan memberikan pandangan-pandangan terhadap hal-hal yang dibicarakan.
12. Melaksanakan kewenangan pengawasan lainnya sepanjang tidak bertentangan dengan peraturan perundang-undangan, Anggaran Dasar, dan atau keputusan RUPS.
13. Setiap anggota Dewan Komisaris berhak untuk menerima honorarium dan fasilitas/tunjangan yang jumlah dan jenisnya ditetapkan oleh RUPS.
14. Memberikan nasihat kepada Direksi dalam pengurusan Perseroan.
15. Memberikan pendapat dan persetujuan Rencana Jangka Panjang Perseroan dan Rencana Kerja dan Anggaran Tahunan Perseroan, serta rencana lainnya, yang disiapkan Direksi, sesuai dengan ketentuan Anggaran Dasar.
16. Mengikuti, mengawasi perkembangan kegiatan Perseroan, memberikan pendapat dan saran kepada RUPS mengenai setiap permasalahan yang dianggap penting bagi kepengurusan Perseroan.
17. Melaporkan dengan segera kepada RUPS apabila terjadi gejala menurunnya kinerja Perseroan disertai saran mengenai langkah perbaikan yang harus ditempuh.
18. Mengusulkan kepada RUPS penunjukkan Akuntan Publik yang akan melakukan pemeriksaan atas buku-buku Perseroan.
19. Meneliti dan menelaah serta memberikan tanggapan atas laporan berkala dan laporan tahunan yang disiapkan Direksi serta menandatangani Laporan Tahunan.
20. Memberikan penjelasan, pendapat dan saran kepada RUPS mengenai Laporan Tahunan, apabila diminta.
21. Membuat risalah rapat Dewan Komisaris dan menyimpan salinannya.

5. Requesting the Board of Directors and or other officials under the Board of Directors with the knowledge of the Board of Directors to attend the Board of Commissioners meeting.
6. Appoint and dismiss a Secretary to the Board of Commissioners.
7. Temporarily dismiss members of the Board of Directors in accordance with the provisions of the Articles of Association.
8. Establish an Audit Committee, Remuneration and Nomination Committee, Risk Monitoring Committee, and other Committees if deemed necessary by taking into account the Bank's capabilities.
9. Use experts for certain matters and for a certain period of time at the expense of the Bank, if deemed necessary and with due observance of the applicable provisions.
10. Take actions to manage the Bank under certain conditions for a certain period of time in accordance with the provisions of the Articles of Association.
11. Attending Board of Directors meetings and providing views on the matters discussed.
12. Carry out other supervisory authorities as long as they do not conflict with the laws and regulations, the Articles of Association, and or the resolutions of the GMS.
13. Each member of the Board of Commissioners is entitled to receive honorarium and facilities/allowances, the amount and type of which is determined by the GMS.
14. Provide advice to the Board of Directors in managing the Bank.
15. Provide opinion and approval for the Bank's Long Term Plan and the Bank's Annual Work Plan and Budget, as well as other plans, which are prepared by the Board of Directors, in accordance with the provisions of the Articles of Association.
16. Following, supervising the development of the Bank's activities, providing opinions and suggestions to the GMS regarding any issues deemed important to the management of the Bank.
17. Report immediately to the GMS if there are symptoms of declining Bank performance accompanied by suggestions on corrective steps that must be taken.
18. Propose to the GMS the appointment of a Public Accountant who will conduct an examination of the Bank's books.
19. Researching and reviewing and providing feedback on periodic reports and annual reports prepared by the Board of Directors and signing the Annual Report.
20. Provide explanations, opinions and suggestions to the GMS regarding the Annual Report, if requested.
21. Prepare the minutes of the Board of Commissioners' meeting and keep a copy thereof.

22. Melaporkan kepada Perseroan mengenai kepemilikan sahamnya dan atau keluarganya pada Perseroan tersebut dan Perseroan lainnya.
23. Memberikan laporan tentang tugas pengawasan yang telah dilakukan selama tahun buku yang baru lampau kepada RUPS.
24. Melakukan kewajiban lainnya dalam rangka tugas pengawasan dan pemberian nasehat, sepanjang tidak bertentangan dengan ketentuan, peraturan perundang-undangan, Anggaran Dasar dan keputusan RUPS.

22. Reporting to the Bank regarding the ownership of their shares and or their families in the Company and other Companies.
23. Provide a report on the supervisory duties that have been carried out during the last financial year to the GMS.
24. Perform other obligations in the context of supervisory and advisory duties, as long as they do not conflict with the provisions, laws and regulations, the Articles of Association and the resolutions of the GMS.

Program Pengenalan Perusahaaan Bagi Komisaris Baru

Program Orientasi mengenai Perseroan wajib diberikan kepada Anggota Dewan Komisaris yang baru pertama kali menjabat di Perseroan. Program Orientasi dilaksanakan dalam rangka meningkatkan fungsi dan efektivitas kerja Dewan Komisaris. Adapun materi yang diberikan pada Program Orientasi berupa presentasi, pertemuan atau kunjungan ke fasilitas Perseroan, perkenalan dengan para pimpinan dan pegawai Perseroan serta program lainnya sesuai dengan kebutuhan.

Company Introduction Program for New Commissioners

The Orientation Program regarding the Bank must be given to Members of the Board of Commissioners who are serving at the Bank for the first time. The Orientation Program is implemented in order to improve the function and work effectiveness of the Board of Commissioners. The material provided in the Orientation Program is in the form of presentations, meetings or visits to Bank facilities, introductions to the leaders and employees of the Bank as well as other programs as needed.

Program Peningkatan Kompetensi Dewan Komisaris

Dalam rangka mengoptimalkan peran dan fungsi Dewan Komisaris, Perseroan memfasilitasi Dewan Komisaris Perseroan untuk mengikuti berbagai macam program pengembangan kompetensi baik berupa seminar atau pelatihan. Tentang kegiatan peningkatan kompetensi yang diikuti Dewan Komisaris di sepanjang tahun 2021 dapat dilihat pada bab Profil Perusahaan dalam laporan tahunan ini.

Board of Commissioners Competency Improvement Program

In order to optimize the role and function of the Board of Commissioners, the Bank facilitates the Bank's Board of Commissioners to participate in various competency development programs, either in the form of seminars or training. Regarding the competency improvement activities that the Board of Commissioners will participate in throughout 2021, see the Company Profile chapter in this annual report.

Keputusan, Rekomendasi dan Pelaksanaan Tugas Dewan Komisaris

Sepanjang tahun 2021, Dewan Komisaris telah melakukan pengawasan dan pemberian nasihat kepada Direksi disampaikan melalui saran, rekomendasi dan surat keputusan Dewan Komisaris, mencakup pengadaan rapat terkait pembahasan persoalan yang berhubungan dengan manajemen Bank dan mengevaluasi kinerja Bank.

Decisions, Recommendations and Implementation of the Duties of the Board of Commissioners

Throughout 2021, the Board of Commissioners has supervised and provided advice to the Board of Directors through suggestions, recommendations and decisions of the Board of Commissioners, including holding meetings related to discussing issues related to the Bank's management and evaluating the Bank's performance.

Penilaian Kinerja Komite-Komite di Bawah Dewan Komisaris

Komite Pemantau Risiko, Komite Remunerasi dan Nominasi, dan Komite Audit merupakan komite-omite yang bertugas membantu pelaksanaan kegiatan, tugas, dan tanggung jawab Dewan Komisaris. Di tahun 2021, Dewan Komisaris telah menilai komite-komite tersebut telah menjalankan tugas dan tanggung jawabnya dengan baik serta telah memberikan masukan dan rekomendasi yang terkait bidangnya masing-masing.

Performance Assessment of Committees Under the Board of Commissioners

The Risk Monitoring Committee, Remuneration and Nomination Committee, and the Audit Committee are committees tasked with assisting the implementation of the activities, duties, and responsibilities of the Board of Commissioners. In 2021, the Board of Commissioners has assessed that these committees have carried out their duties and responsibilities well and have provided input and recommendations related to their respective fields.

Komisaris Independen
Independent Commissioner

Perseroan memiliki Komisaris Independen sebanyak 3 (tiga) anggota dari 4 (empat) anggota Dewan Komisaris. Jumlah Komisaris Independen Perseroan telah sesuai dengan POJK No.33/POJK.04/2014 yaitu sebanyak 50% dari total anggota Dewan Komisaris.

Kriteria Anggota Komisaris Independen

Masing-masing Komisaris Independen Perseroan telah memenuhi kriteria berikut:

1. Anggota Dewan Komisaris yang berasal dari luar Emiten atau Perusahaan Publik dan memenuhi persyaratan sebagai Komisaris Independen;
2. Mempunyai akhlak, moral, dan integritas yang baik;
3. Cakap melakukan perbuatan hukum;
4. Dalam 5 (lima) tahun sebelum pengangkatan dan selama menjabat:
   a. Tidak pernah dinyatakan pailit;
   b. Tidak pernah menjadi anggota Direksi dan/atau anggota Dewan Komisaris yang dinyatakan bersalah menyebabkan suatu perusahaan dinyatakan pailit;
   c. Tidak pernah dihukum karena melakukan tindak pidana yang merugikan keuangan negara dan/atau yang berkaitan dengan sektor keuangan; dan
   d. Tidak pernah menjadi anggota Direksi dan/atau anggota Dewan Komisaris yang selama menjabat:
      i) Pernah tidak menyelenggarakan RUPS Tahunan;
      ii) Pertanggungjawabannya sebagai anggota Direksi dan/atau anggota Dewan Komisaris pernah tidak diterima oleh RUPS atau pernah tidak memberikan pertanggungjawaban sebagai anggota Direksi dan/atau anggota Dewan Komisaris kepada RUPS;
      iii) Pernah menyebabkan perusahaan yang memperoleh izin, persetujuan, atau pendaftaran dari Otoritas Jasa Keuangan tidak memenuhi kewajiban menyampaikan laporan tahunan dan/atau laporan keuangan kepada Otoritas Jasa Keuangan;
      iv) Memiliki komitmen untuk mematuhi peraturan perundang-undangan; dan
      v) Memiliki pengetahuan dan/atau keahlian di bidang yang dibutuhkan emiten atau perusahaan publik.

Pernyataan tentang Independensi Komisaris Indepen

Seluruh anggota Komisaris Independen Perseroan telah menandatangani Surat Pernyataan yang menyatakan pemenuhan seluruh kriteria dan independensi jabatannya sesuai kriteria yang disyaratkan oleh peraturan perundang-undangan yang berlaku.

The Bank has 3 (three) Independent Commissioners from 4 (four) members of the Board of Commissioners. The number of Independent Commissioners of the Bank is in accordance with POJK No.33/POJK.04/2014, which is 50% of the total members of the Board of Commissioners.

Criteria for Independent Commissioners

Each Independent Commissioner of the Bank has met the following criteria:

1. Members of the Board of Commissioners who come from outside the Issuer or Public Company and meet the requirements as Independent Commissioners
2. Have good character, morals, and integrity;
3. Able to carry out legal actions;
4. Within 5 (five) years prior to the 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) Never held an Annual GMS;
      ii) His responsibilities as members of the Board of Directors and/or members of the Board of Commissioners have never been accepted 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;
      iii) Ever caused a company that obtained a permit, approval, or registration from the Financial Services Authority to fail to fulfill the obligation to submit an annual report and/or financial report to the Financial Services Authority;
      iv) Have a commitment to comply with the laws and regulations; and
      v) Have knowledge and/or expertise in the field required by the issuer or public company.

Statement on the Independence of the Independent Commissioner

All members of the Bank's Independent Commissioners have signed a Statement Letter stating the fulfillment of all criteria and the independence of their positions in accordance with the criteria required by the applicable laws and regulations.

Dewan Pengawas Syariah
Sharia Supervisory Board

Dewan Pengawas Syariah adalah dewan yang bertugas memberikan nasihat dan saran kepada Direksi, serta melakukan evaluasi dan mengawasi kegiatan Perseroan agar sesuai dengan prinsip syariah dengan senantiasa berpedoman kepada peraturan perundang-undangan yang berlaku termasuk prinsip *Good Corporate Governance* (GCG).

The Sharia Supervisory Board is a board tasked with providing advice and suggestions to the Board of Directors, as well as evaluating and supervising the Bank's activities to comply with sharia principles by always being guided by the applicable laws and regulations including the principles of Good Corporate Governance (GCG).

Komposisi Dewan Pengawas Syariah

Di tahun 2021, Dewan Pengawas Syariah Perseroan sebanyak 2 (dua) orang yang terdiri dari seorang ketua dan anggota. Adapun komposisi dan susunan Dewan Pengawas Syariah per 31 Desember 2021 adalah sebagai berikut:

Composition of the Sharia Supervisory Board

In 2021, the Bank's Sharia Supervisory Board will consist of 2 (two) people consisting of a chairman and members. The composition and composition of the Sharia Supervisory Board as of December 31, 2021 are as follows:

Komposisi dan Susunan Dewan Pengawas Syariah per 31 Desember 2021
Composition and Structure of the Sharia Supervisory Board as of December 31, 2021

Nama Name	Jabatan Position	Dasar Pengangkatan Basis of Appointment
Dr. H. M. Asrorun Ni'am Sholeh, MA	Ketua Chairman	Bank Indonesia surat No.12/5/DpG/DPbS tanggal 23 September 2010 Bank Indonesia letter No.12/5/DpG/DPbS dated 23 September 2010
Sholahudin Al Aiyub, S.Ag, M.Si	Anggota Member	Otoritas Jasa Keuangan surat No.SR-33/PB.13/2016 tanggal 9 Desember 2016 Financial Services Authority letter No.SR-33/PB.13/2016 dated 9 December 2016

Tugas dan Tanggung Jawab

DPS memiliki tugas dan tanggung jawab untuk memberikan nasihat dan saran kepada Direksi serta mengawasi kegiatan usaha Bank agar sesuai dengan Prinsip Syariah. Pelaksanaan tugas dan tanggung jawab DPS tersebut antara lain meliputi:

1. Menilai dan memastikan pemenuhan Prinsip Syariah atas pedoman operasional dan produk yang dikeluarkan Bank;
2. Mengawasi proses pengembangan produk baru Bank;
3. Meminta fatwa kepada Dewan Syariah Nasional untuk produk baru Bank yang belum ada fatwanya;
4. Melakukan *review* secara berkala atas pemenuhan prinsip syariah terhadap mekanisme penghimpunan dana dan penyaluran dana serta pelayanan jasa bank; dan
5. Meminta data dan informasi terkait dengan aspek syariah dari satuan kerja Bank dalam rangka pelaksanaan tugasnya.

Dalam melaksanakan tugas dan tanggung jawabnya DPS berpedoman pada Anggaran Dasar Perusahaan, Kebijakan GCG, Terms of Reference (TOR) Rapat DPS serta PD/PRT DSN MUI. Untuk mendukung pelaksanaan tugas DPS, Bank menunjuk 1 (satu) karyawan sebagai petugas yang menjalankan fungsi *Syariah Compliance Officer* dan dan melakukan fungsi kesekretariatan serta pengelolaan arsip/administrasi bagi DPS (*Syariah Management*).

Duties and responsibilities

DPS has the duties and responsibilities to provide advice and suggestions to the Board of Directors as well as to supervise the Bank's business activities in accordance with Sharia Principles. The implementation of the duties and responsibilities of the DPS include, among others:

1. Assess and ensure compliance with Sharia Principles on operational guidelines and products issued by the Bank;
2. Supervise the Bank's new product development process;
3. Request a fatwa from the National Sharia Council for new bank products for which there is no fatwa;
4. Conducting periodic reviews on the fulfillment of sharia principles on the mechanism for collecting funds and distributing funds as well as bank services; and
5. Request data and information related to sharia aspects from Bank work units in the context of carrying out their duties.

In carrying out its duties and responsibilities, DPS is guided by the Company's Articles of Association, GCG Policy, Terms of Reference (TOR) for DPS Meetings and PD/PRT DSN MUI. To support the implementation of DPS duties, the Bank appoints 1 (one) employee as an officer who carries out the Sharia Compliance Officer function and performs secretarial functions as well as archive/administrative management for DPS (Syariah Management).

INTEGRITAS, KOMPETENSI DAN REPUTASI KEUANGAN

Seluruh anggota DPS Bank sudah memiliki integritas, kompetensi dan reputasi keuangan yang memadai. Seluruh anggota DPS telah lulus *fit and proper test* (uji kepatutan dan kelayakan) dan telah memperoleh Surat Persetujuan dari BI dan/atau OJK sebagaimana tertuang dalam Hasil Kelulusan *Fit and Proper Test* melalui surat No.12/5/DpG/DPbS tanggal 23 September 2010 perihal Keputusan atas Calon Anggota Dewan Komisaris, Direksi dan Dewan Pengawas Syariah Bank Saudara Dalam Rangka Perubahan Kegiatan Usaha Menjadi Bank Umum Syariah dan surat persetujuan Otoritas Jasa Keuangan No.SR-33/PB.13/2016 tanggal 9 Desember 2016 tentang Keputusan atas Pengajuan Calon Dewan Pengawas Syariah Bank yang pada saat itu masih bernama PT Bank Maybank Syariah Indonesia, sebagaimana tersebut di atas.

FINANCIAL INTEGRITY, COMPETENCE AND REPUTATION

All members of the Bank's DPS already have adequate integrity, competence and financial reputation. All DPS members have passed the fit and proper test (fit and proper test) and have obtained an Approval Letter from BI and/or OJK as stated in the Fit and Proper Test Graduation Results through letter No.12/5/DpG/DPbS dated 23 September 2010 regarding Decisions on Candidates for Members of the Board of Commissioners, Directors and Sharia Supervisory Board of Bank Saudara in the Context of Changing Business Activities to Become a Sharia Commercial Bank and the approval letter from the Financial Services Authority No.SR-33/PB.13/2016 dated December 9, 2016 concerning Decisions on the Submission of Candidates The Sharia Supervisory Board of the Bank which at that time was still named PT Bank Maybank Syariah Indonesia, as mentioned above.

Rangkap Jabatan Anggota DPS Pada Lembaga Keuangan Syariah Lain

Rangkap jabatan yang dimiliki oleh anggota DPS Bank adalah sebagai berikut:

Concurrent Positions of DPS Members at Other Islamic Financial Institutions

Concurrent Positions of DPS Members at Other Islamic Financial Institutions

Nama Name	**Jabatan Lain di Luar jabatan Anggota DPS Aladin Bank** Other Positions Outside the position of DPS Bank Member	**Perusahaan** Company
Dr. H. M. Asrorun Ni'am Sholeh, MA.	Ketua DPS. Anggota DPS DPS Chairman DPS Member	• PT FWD Asuransi. • PT BESS Finance. • PT Pegadaian (Persero). • Samuel Asset Management.
Sholahudin Al Aiyub, S.Ag, M.Si.	Ketua DPS DPS Chairman	• PT Bank Muamalat Indonesia Tbk.
	Anggota DPS DPS Member	• Indomobil Finance Syariah. • Reindo Syariah.

Kondisi rangkap jabatan tersebut sesuai dengan ketentuan Peraturan Bank Indonesia No.11/3/PBI/2009 tanggal 29 Januari 2009 tentang Bank Umum Syariah yang membatasi rangkap jabatan sebagai anggota DPS paling banyak pada 4 (empat) lembaga keuangan syariah.

The concurrent position condition is in accordance with the provisions of Bank Indonesia Regulation No.11/3/PBI/2009 dated January 29, 2009 concerning Islamic Commercial Banks which limits concurrent positions as members of the DPS to a maximum of 4 (four) Islamic financial institutions.

Mekanisme dan Frekuensi Rapat DPS

Rapat DPS diselenggarakan paling kurang 1 (satu) kali dalam 1 (satu) bulan. Setiap hasil rapat telah dituangkan dalam Risalah Rapat DPS dan didokumentasikan dengan baik. Seluruh keputusan DPS yang dituangkan dalam Risalah Rapat DPS merupakan keputusan bersama seluruh anggota DPS.

DPS Meeting Mechanism and Frequency

DPS meeting is held at least 1 (one) time in 1 (one) month. Each meeting result has been stated in the Minutes of the DPS Meeting and is well documented. All DPS decisions as outlined in the Minutes of DPS Meetings are joint decisions of all DPS members.

Sepanjang tahun 2021, DPS telah melakukan rapat sebanyak 12 (dua belas) kali dengan jumlah kehadiran anggota sebagai berikut:

Throughout 2021, DPS has held 12 (twelve) meetings with the following members attending:

Tanggal Date	**Tempat** Place	**Agenda**	**Peserta** Participants	**Alasan Ketidakhadiran Dewan Komisaris dalam Rapat** Reasons for Absence of the Board of Commissioners at the Meeting
29 Januari 2021 January 29, 2021	Secara Daring Online	• Konfirmasi risalah DPS *Meeting* ke-XII 2020. • Bank Net Syariah *Updates*. • Penetapan Jadwal Rapat DPS 2021. • Confirmation of the minutes of the XII DPS Meeting 2020. • Bank Net Syariah Updates. • Determination of the 2021 DPS Meeting Schedule.	• Dr. H. M. Asrorun Ni'am Sholeh, MA. • Sholahudin Al Aiyub, S.Ag, M.Si.	-
25 Februari 2021 February 25, 2021	Secara Daring Online	• Konfirmasi risalah DPS *Meeting* ke-I 2021. • Pemaparan *Flow of Process Onboarding* dan Produk. • Pemaparan *Corebanking* Bank Net *Yang* Baru. • Confirmation of the minutes of the 2021 DPS Meeting I. • Presentation on Flow Of Process Onboarding and Products. • Presentation of the New Net Bank Corebanking.	• Dr. H. M. Asrorun Ni'am Sholeh, MA. • Sholahudin Al Aiyub, S.Ag, M.Si.	-
16 Maret 2021 March 16, 2021	Secara Daring Online	• Konfirmasi Risalah Rapat Periode Januari dan Februari 2021. • Rencana Aktivitas Produk Digital Bank Net Syariah. • Lain-lain. • Confirmation of Minutes of Meeting for January and February 2021 Period. • Bank Net Syariah Digital Product Activity Plan. • Others.	• Dr. H. M. Asrorun Ni'am Sholeh, MA. • Sholahudin Al Aiyub, S.Ag, M.Si.	-
28 April 2021 April 28, 2021	Secara Daring Online	• Konfirmasi risalah rapat DPS Maret 2021. • Skema Pembiayaan Calon Debitur. • Confirmation of the minutes of the March 2021 DPS meeting. • Financing Scheme for Prospective Debtors.	• Dr. H. M. Asrorun Ni'am Sholeh, MA. • Sholahudin Al Aiyub, S.Ag, M.Si.	-
12 Mei 2021 May 12, 2021	Secara Daring Online	• Konfirmasi risalah DPS April 2021. • Permohonan Opini Syariah Atas Penggunaan Nama PT Bank Aladin Syariah Tbk. • Lain-lain. • Confirmation of minutes of DPS April 2021. • Application for Sharia Opinion on the Use of the Name of PT Bank Aladin Syariah Tbk. • Others.	• Dr. H. M. Asrorun Ni'am Sholeh, MA. • Sholahudin Al Aiyub, S.Ag, M.Si.	-
28 Juni 2021 June 28, 2021	Secara Daring Online	• Konfirmasi risalah DPS *Meeting* bulan Juni 2021. • *Retail Overdraft* dan MSME *Invoice Financing*. • Lain-lain. • Confirmation of the minutes of the DPS Meeting in June 2021. • Retail Overdraft and MSME Invoice Financing. • Others.	• Dr. H. M. Asrorun Ni'am Sholeh, MA. • Sholahudin Al Aiyub, S.Ag, M.Si.	-

Tanggal Date	**Tempat** Place	**Agenda**	**Peserta** Participants	**Alasan Ketidakhadiran Dewan Komisaris dalam Rapat** Reasons for Absence of the Board of Commissioners at the Meeting
21 Juli 2021 July 21, 2021	Secara Daring Online	• Draft Final Notulensi Rapat DPS Bulan Juni 2021. • Draft Notulensi Rapat DPS Juli 2021. • Layanan Tarik Setor Tunai di Mitra Bank. • Syarat dan Ketentuan (TnC) dan akad pada pembukaan rekening baru (Ala Impian). • Final Draft of Minutes of the June 2021 DPS Meeting. • Draft Minutes of the July 2021 DPS Meeting. • Cash Deposit Withdrawal Services at Bank Partners. • Terms and Conditions (TnC) and contract on opening a new account (Ala Impian).	• Dr. H. M. Asrorun Ni'am Sholeh, MA. • Sholahudin Al Aiyub, S.Ag, M.Si.	-
20 Agustus 2021 August 20, 2021	Secara Daring Online	• Draft Notulensi Rapat DPS tanggal 9 Juli 2021. • Draft Notulensi Rapat DPS 21 Juli 2021. • Tabungan Mudharabah – Ala Impian. • Pembulatan Desimal. • Layanan Bayar & Beli (*Bill Payment*), Donasi. • Draft Minutes of the DPS Meeting on July 9, 2021. • Draft Minutes of the 21 July 2021 DPS Meeting. • Mudharabah Savings – Dream Style. • Decimal Rounding. • Pay & Buy Service (Bill Payment), Donation.	• Dr. H. M. Asrorun Ni'am Sholeh, MA. • Sholahudin Al Aiyub, S.Ag, M.Si.	-
24 September 2021 September 24, 2021	Secara Daring Online	• Persetujuan Standar Prosedur Pembiayaan Komersial. • Skema Pembiayaan *Executing* kepada *Multifinance*/ BPR/Perusahaan melalui P2P Lending Syariah dan Konvensional. • Draft *Invoice Financing*. • Approval of Standard Commercial Financing Procedures. • Executing Financing Scheme for Multifinance/BPR/Companies through Sharia and Conventional P2P Lending. • Draft Invoice Financing.	• Dr. H. M. Asrorun Ni'am Sholeh, MA. • Sholahudin Al Aiyub, S.Ag, M.Si.	-
29 Oktober 2021 October 29, 2021	Secara Daring Online	• Pengajuan Fitur Produk Baru. • Perubahan Mekanisme Bagi Hasil. • Hadiah pemberian dalam bentuk E-Money. • Dan lain-lain. • Submission of New Product Features. • Changes in Profit Sharing Mechanism. • Gifts in the form of E-Money. • And others.	Dr. H. M. Asrorun Ni'am Sholeh, MA. Sholahudin Al Aiyub, S.Ag, M.Si.	-
23 November 2021 November 23, 2021	Secara Daring Online	• Persetujuan Notulensi Rapat DPS Bulan Juli, Agustus, September dan Oktober 2021. • Proposal Mekanisme Bagi Hasil. • Laporan Aktivitas *Review* dan Opini Syariah *Compliance*. • Approval of Minutes of DPS Meeting in July, August, September and October 2021. • Proposal for Profit Sharing Mechanism. • Report on Sharia Compliance Review and Opinion Activities.	Dr. H. M. Asrorun Ni'am Sholeh, MA. Sholahudin Al Aiyub, S.Ag, M.Si.	-

Tanggal Date	**Tempat** Place	**Agenda**	**Peserta** Participants	**Alasan Ketidakhadiran Dewan Komisaris dalam Rapat** Reasons for Absence of the Board of Commissioners at the Meeting
28 Desember 2021 December 28, 2021	Secara Daring Online	• Mekanisme Perubahan Nisbah Bagi Hasil. • Ucapan Selamat di Hari Besar Keagamaan Non Islam. • Ala Dompet Extra. • Mechanism of Changes in Profit Sharing Ratio. • Congratulations on Non-Islamic Religious Holidays. • Extra Wallet style.	• Dr. H. M. Asrorun Ni'am Sholeh, MA. • Sholahudin Al Aiyub, S.Ag, M.Si.	-

Pelaksanaan Prinsip Syariah dalam Kegiatan Penghimpunan Dana dan Penyaluran Dana Serta Pelayanan Jasa

Bank telah memiliki anggota DPS dalam jumlah yang cukup serta kompetensi sesuai ketentuan Otoritas Jasa Keuangan (OJK). Di samping itu, Perseroan juga telah menunjuk Syariah *Compliance Officer* yang sudah memiliki pengetahuan dan/atau pemahaman memadai tentang operasional perbankan syariah.

Perseroan telah memiliki fungsi pengembangan produk yang independen terhadap unit bisnis (fungsi penghimpunan dana, penyaluran dana, dan pelayanan jasa), yaitu satuan kerja *Business Development*. Sumber daya manusia yang ada pada satuan kerja pengembangan produk telah memiliki pengetahuan dan/atau pemahaman mengenai prinsip syariah dan produk perbankan secara umum. Proses pengembangan produk baru senantiasa memperhatikan fatwa Dewan Syariah Nasional dan telah memperoleh pendapat syariah dari DPS.

Pelaksanaan kegiatan penghimpunan dana, penyaluran dana, dan pelayanan jasa Bank secara umum telah sesuai dengan Fatwa Dewan Syariah Nasional - Majelis Ulama Indonesia (MUI) dan pendapat Syariah DPS serta opini syariah.

Implementation of Sharia Principles in Fundraising and Distributing Funds and Services

The bank already has a sufficient number of DPS members and competencies in accordance with the provisions of the Financial Services Authority (OJK). In addition, the Bank has also appointed a Sharia Compliance Officer who already has adequate knowledge and/or understanding of sharia banking operations.

The Bank already has a product development function that is independent of the business unit (functions of raising funds, distributing funds, and providing services), namely the Business Development work unit. Human resources in the product development work unit have knowledge and/or understanding of sharia principles and banking products in general. The process of developing new products always pays attention to the fatwa of the National Sharia Council and has obtained a sharia opinion from the DPS.

The implementation of fund raising activities, fund distribution, and Bank services in general is in accordance with the Fatwa of the National Sharia Council - Indonesian Ulema Council (MUI) and the Sharia opinion of the DPS as well as the sharia opinion.

Direksi
Board of Directors

Direksi merupakan organ Perseroan yang bertanggung jawab penuh atas pelaksanaan pengelolaan untuk kepentingan Bank sesuai dengan maksud dan tujuan, serta mewakili Perseroan baik di dalam maupun di luar pengadilan sesuai ketentuan Anggaran Dasar serta mengelola perusahaan sebagaimana dimaksud dalam Undang-Undang Nomor 40 Tahun 2007 tentang Perseroan Terbatas.

Kriteria Direksi

Anggota Direksi Perseroan merupakan perseorangan yang memenuhi kriteria dan persyaratan sesuai dengan Anggaran Dasar Perseroan. Adapun kriteria atau persyaratan seseorang dapat menjabat sebagai Direksi Perseroan adalah sebagai berikut:

1. Mempunyai akhlak, moral, dan integritas yang baik;
2. Cakap melakukan perbuatan hukum;
3. Dalam 5 (lima) tahun sebelum pengangkatan dan selama menjabat:
   a. Tidak pernah dinyatakan pailit;
   b. Tidak pernah menjadi anggota Direksi dan/atau anggota Dewan Komisaris yang dinyatakan bersalah menyebabkan suatu perusahaan dinyatakan pailit;
   c. Tidak pernah dihukum karena melakukan tindak pidana yang merugikan keuangan negara dan/atau yang berkaitan dengan sektor keuangan; dan
   d. Tidak pernah menjadi anggota Direksi dan/atau anggota Dewan Komisaris yang selama menjabat:
      i) Pernah tidak menyelenggarakan RUPS tahunan;
      ii) Pertanggungjawabannya sebagai anggota Direksi dan/atau anggota Dewan Komisaris pernah tidak diterima oleh RUPS atau pernah tidak memberikan pertanggungjawaban sebagai anggota Direksi dan/atau anggota Dewan Komisaris kepada RUPS;
      iii) Pernah menyebabkan perusahaan yang memperoleh izin, persetujuan, atau pendaftaran dari Otoritas Jasa Keuangan tidak memenuhi kewajiban menyampaikan laporan tahunan dan/atau laporan keuangan kepada Otoritas Jasa Keuangan;
      iv) Memiliki komitmen untuk mematuhi peraturan perundang-undangan; dan
      v) Memiliki pengetahuan dan/atau keahlian di bidang yang dibutuhkan Emiten atau Perusahaan Publik.

The Board of Directors is the organ of the Bank that is fully responsible for the implementation of management for the benefit of the Bank in accordance with the aims and objectives, and represents the Bank both inside and outside the court in accordance with the provisions of the Articles of Association and manages the company as referred to in Law Number 40 of 2007 concerning Limited Liability Companies.

Directors Criteria

Members of the Bank's Board of Directors are individuals who meet the criteria and requirements in accordance with the Bank's Articles of Association. The criteria or requirements for a person to serve as a Bank's Board of Directors are as follows:

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) Never held an annual GMS;
      ii) His responsibilities as members of the Board of Directors and/or members of the Board of Commissioners have never been accepted 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;
      iii) Ever caused a company that obtained a permit, approval, or registration from the Financial Services Authority to fail to fulfill the obligation to submit an annual report and/or financial report to the Financial Services Authority;
      iv) Have a commitment to comply with the laws and regulations; and
      v) Have knowledge and/or expertise in the field required by the Issuer or Public Company.

Ketentuan Masa Jabatan Direksi

Berdasarkan Anggaran Dasar Perseroan, Direksi diangkat oleh RUPS untuk jangka waktu terhitung sejak tanggal RUPS yang mengangkatnya dan berakhir pada penutupan RUPS yang ketiga setelah tanggal pengangkatannya dengan tidak mengurangi hak RUPS untuk memberhentikan anggota Dewan Komisaris sewaktu-waktu sebelum masa jabatannya berakhir.

Jabatan anggota Dewan Komisaris berakhir apabila:

1. Meninggal dunia;
2. Masa jabatannya berakhir;
3. Diberhentikan berdasarkan RUPS;
4. Pengunduran dirinya efektif;
5. Tidak lagi memenuhi persyaratan perundang-undangan yang berlaku.

Terms of Office of the Board of Directors

Based on the Bank's Articles of Association, the Board of Directors is appointed by the GMS for a period starting from the date of the GMS that appointed them and ends at the closing of the third GMS after the date of appointment without prejudice to the right of the GMS to dismiss members of the Board of Commissioners at any time before their term of office ends

The position of a member of the Board of Commissioners ends when:

1. Died;
2. His term of office ends;
3. Dismissed based on the GMS;
4. His resignation is effective;
5. No longer fulfills the requirements of the applicable laws and regulations.

Jumlah, Komposisi, Susunan dan Dasar Pengangkatan Anggota Direksi di Sepanjang Tahun 2021

Selama tahun 2021, jumlah dan komposisi Direksi mengalami perubahan berdasarkan Keputusan RUPS/ Keputusan Pemegang Saham di luar mekanisme RUPS tanggal 7 April 2021.

Komposisi Direksi Aladin Bank telah sesuai dengan ketentuan dalam Peraturan Bank Indonesia No. 11/33/ PBI/2009 tanggal 7 Desember 2009 tentang Pelaksanaan Good Corporate Governance Bagi Bank Umum Syariah dan Unit Usaha Syariah.

Adapun komposisi dan susunan Direksi per 31 Desember 2021 adalah sebagai berikut:

Number, Composition, Structure and Basis of Appointment of Members of the Board of Directors in 2021

During 2021, the number and composition of the Board of Directors underwent changes based on the GMS Resolution/Shareholder Decision outside the GMS mechanism on April 7, 2021.

The composition of Aladin Bank's Board of Commissioners has complied with the provisions of 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.

The composition and composition of the Board of Commissioners as of December 31, 2021 are as follows:

Komposisi dan Susunan Direksi per 31 Desember 2021
Composition and Composition of the Board of Directors as of December 31, 2021

Nama Name	Jabatan Position	Dasar Pengangkatan Basis of Appointment
Dyota Marsudi	Presiden Direktur President Director	RUPS Luar Biasa tanggal 7 April 2021 sebagaimana telah tertuang dalam Akta Pernyataan Keputusan RUPS Luar Biasa No. 11 tanggal 7 April 2021 Extraordinary GMS on April 7, 2021 as stated in the Deed of Resolution of the Extraordinary GMS No. 11 April 7, 2021
Firdila Sari	Direktur Digital Banking Director of Digital Banking	RUPS Luar Biasa tanggal 7 April 2021 sebagaimana telah tertuang dalam Akta Pernyataan Keputusan RUPS Luar Biasa No. 11 tanggal 7 April 2021 Extraordinary GMS on April 7, 2021 as stated in the Deed of Resolution of the Extraordinary GMS No. 11 April 7, 2021
Baiq Nadea Dzurriatin	Direktur Kepatuhan Director of Compliance	Keputusan Sirkuler Para Pemegang Saham tanggal 31 Januari 2020 sebagaimana telah tertuang dalam Akta Pernyataan Keputusan Sirkuler No. 19 tanggal 31 Januari 2020 Circular Decision of Shareholders dated January 31, 2020 as stated in the Deed of Circular Decision Statement No. 19 January 31, 2020
Basuki Hidayat	Direktur Operasional Director of Operations	Keputusan RUPS Sirkuler tanggal 31 Januari 2020 sebagaimana telah tertuang dalam Akta Pernyataan Keputusan Sirkuler No. 19 tanggal 31 Januari 2020 Circular GMS resolutions on January 31, 2020 as stated in the Circular Decision Statement Deed No. 19 January 31, 2020
Mohammad Riza	Direktur Bisnis Director of Business	Keputusan RUPS Sirkuler tanggal 31 Januari 2020 sebagaimana telah tertuang dalam Akta Pernyataan Keputusan Sirkuler No. 19 tanggal 31 Januari 2020 Circular GMS resolutions on January 31, 2020 as stated in the Circular Decision Statement Deed No. 19 January 31, 2020

Nama Name	Jabatan Position	Dasar Pengangkatan Basis of Appointment
Willy Hambali	Direktur Keuangan dan Strategi* Director of Finance and Strategy*	RUPS Luar Biasa tanggal 7 April 2021 sebagaimana telah tertuang dalam Akta Pernyataan Keputusan RUPS Luar Biasa No. 11 tanggal 7 April 2021 Extraordinary GMS on April 7, 2021 as stated in the Deed of Resolution of the Extraordinary GMS No. 11 April 7, 2021

*Akan berlaku efektif setelah memperoleh persetujuan uji kepatutan dan kelayakan dari Otoritas Jasa Keuangan

Integritas, Kompetensi dan Reputasi Keuangan

Seluruh anggota Direksi Perseroan telah memenuhi beberapa kriteria sesuai ketentuan yang berlaku, antara lain:

1. Presiden Direktur berasal dari pihak yang independen terhadap pemegang saham pengendali.
2. Seluruh anggota Direksi berdomisili di Indonesia.
3. Seluruh anggota Direksi telah lulus *fit & proper test* serta telah memperoleh surat persetujuan Bank Indonesia dan/atau Otoritas Jasa Keuangan yaitu sebagai berikut:
   a. Dyota Mahottama Marsudi (Presiden Direktur), hasil kelulusan Fit & Proper Test berdasarkan Salinan Keputusan Anggota Dewan Komisioner Otoritas Jasa Keuangan Nomor Kep 166/D.03/2021 tanggal 11 November 2021 perihal Hasil Penilaian Kemampuan dan Kepatutan Sdr. Dyota Mahottama Marsudi Selaku Calon Presiden Direktur PT Bank Aladin Syariah Tbk.
   b. Firdila Sari (Direktur Digital Banking), hasil kelulusan Fit & Proper Test berdasarkan Salinan Keputusan Anggota Dewan Komisioner Otoritas Jasa Keuangan Nomor Kep 167/D.03/2021 tanggal 11 November 2021 perihal Hasil Penilaian Kemampuan dan Kepatutan Sdri. Firdila Sari Selaku Calon Direktur Digital Banking PT Bank Aladin Syariah Tbk.
   c. Basuki Hidayat (Direktur Operasional), hasil kelulusan *Fit & Proper Test* Bank Indonesia berdasarkan surat Bank Indonesia No. 15/2230/DPbS tanggal 23 Desember 2013 perihal Keputusan Hasil Uji Kemampuan dan Kepatutan (Fit and Proper Test).
   d. Mohammad Riza (Direktur Bisnis) hasil kelulusan Fit & Proper Test berdasarkan surat Keputusan Dewan Komisioner OJK No. KEP-77/D.03/2015 tanggal 7 Desember 2015 tentang Hasil Uji Kemampuan dan Kepatutan (Fit and Proper Test) Sdr. Mohammad Riza Selaku Calon Direktur Pada PT Bank Maybank Syariah Indonesia.
   e. Baiq Nadea Dzurriatin (Direktur Kepatuhan), hasil kelulusan Fit & Proper Test Bank Indonesia berdasarkan surat Bank Indonesia No. 12/5/DpG/DPbS tanggal 23 September 2010 perihal Keputusan Atas Calon Anggota Dewan Komisaris, Direksi dan Dewan Pengawas Syariah Bank Saudara Dalam Rangka Perubahan Kegiatan Usaha Menjadi Bank

Financial Integrity, Competence and Reputation

All members of the Bank's Board of Directors have met several criteria in accordance with applicable regulations, including:

1. The President Director comes from a party that is independent of the controlling shareholder.
2. All members of the Board of Directors are domiciled in Indonesia.
3. All members of the Board of Directors have passed the fit & proper test and have obtained a letter of approval from Bank Indonesia and/or the Financial Services Authority, as follows:
   a. Dyota Mahottama Marsudi (President Director), the results of the Fit & Proper Test are based on a copy of the Decision of the Board of Commissioners of the Financial Services Authority Number Kep 166/D.03/2021 dated 11 November 2021 regarding the results of the Fit and Proper Test of Mr. Dyota Mahottama Marsudi as Candidate for President Director of PT Bank Aladin Syariah Tbk.
   b. Firdila Sari (Director of Digital Banking), the results of the Fit & Proper Test are based on a copy of the Decision of the Board of Commissioners of the Financial Services Authority Number Kep 167/D.03/2021 dated 11 November 2021 regarding the Fit and Proper Test Results Ms. Firdila Sari as Candidate for Director of Digital Banking at PT Bank Aladin Syariah Tbk.
   c. Basuki Hidayat (Director of Operations), the results of passing the Fit & Proper Test of Bank Indonesia based on Bank Indonesia letter No. 15/2230/DPbS dated December 23, 2013 regarding the Decision on the Fit and Proper Test Results.
   d. Mohammad Riza (Director of Business) passed the Fit & Proper Test based on the Decree of the OJK Board of Commissioners No. KEP-77/D.03/2015 dated December 7, 2015 regarding the results of the Fit and Proper Test of Br. Mohammad Riza as Director Candidate at PT Bank Maybank Syariah Indonesia.
   e. Baiq Nadea Dzurriatin (Director of Compliance), the results of passing the Fit & Proper Test of Bank Indonesia based on Bank Indonesia letter No. 12/5/DpG/DPbS dated September 23, 2010 regarding Decisions on Candidates for Members of the Board of Commissioners, Directors and Sharia Supervisory

Umum Syariah dimana Ibu Baiq Nadea Dzurriatin disetujui oleh Bank Indonesia sebagai Direktur Kepatuhan PT Bank Maybank Syariah Indonesia.

f. Mayoritas anggota Direksi telah memiliki pengalaman paling kurang 5 (lima) tahun di bidang perbankan.
g. Seluruh Direksi tidak memiliki rangkap jabatan sebagai Komisaris, Direksi atau Pejabat Eksekutif di bank, perusahaan dan/atau lembaga lain.

Board of Bank Saudara in the Context of Changing Business Activities to Become a Sharia Commercial Bank wherein Ms. Baiq Nadea Dzurriatin was approved by Bank Indonesia as Compliance Director of PT Bank Maybank Indonesian Sharia.

f. The majority of members of the Board of Directors have at least 5 (five) years of experience in the banking sector.
g. All Directors do not have concurrent positions as Commissioners, Directors or Executive Officers in banks, other companies and/or institutions.

Kepemilikan Saham Direksi

Seluruh anggota Direksi tidak mempunyai kepemilikan saham yang mencapai 5% (lima persen) atau lebih dari modal disetor, meliputi jenis dan jumlah saham pada Perseroan, maupun bank dan Perseroan lain yang berkedudukan di dalam atau luar negeri.

Board of Directors Share Ownership

All members of the Board of Directors do not have share ownership that reaches 5% (five percent) or more of the paid-up capital, including the type and number of shares in the Bank, as well as banks and other companies domiciled at home or abroad

Rangkap Jabatan

Anggota Direksi Perseroan tidak memiliki rangkap jabatan yang dilarang oleh peraturan perundang-undangan. Kebijakan rangkap jabatan yang di Perseroan mengacu kepada Peraturan Bank Indonesia No. 11/33/PBI/2009 tanggal 7 Desember 2009 tentang Pelaksanaan *Good Corporate Governance* Bagi Bank Umum Syariah dan Unit Usaha Syariah dan juga diatur dalam Pasal 26 ayat (1) Peraturan Bank Indonesia No. 11/3/PBI/2009 tanggal 29 Januari 2009 tentang Bank Umum Syariah. Rangkap jabatan yang dimiliki Direksi adalah sebagai berikut.

Dual Role

Members of the Bank's Board of Directors do not have concurrent positions that are prohibited by laws and regulations. The policy for concurrent positions at the Bank refers to Bank Indonesia Regulation No. 11/33/PBI/2009 dated December 7, 2009 concerning the Implementation of Good Corporate Governance for Sharia Commercial Banks and Sharia Business Units and is also regulated in Article 26 paragraph (1) of Bank Indonesia Regulation No. 11/3/PBI/2009 dated January 29, 2009 concerning Islamic Commercial Banks. The concurrent positions held by the Board of Directors are as follows.

Nama Name	**Jabatan** Position	**Jabatan pada Perusahaan/Instansi Lain** Position in Other Companies/Agencies	**Nama Perusahaan/ Instansi Lain** Name of Company/ Other Agencies
Dyota Marsudi	Presiden Direktur President Director	Tidak menjabat pada perusahaan/ instansi lain Not serving in other companies/agencies	-
Firdila Sari	Direktur Digital Banking Director of Digital Banking	Tidak menjabat pada perusahaan/ instansi lain Not serving in other companies/agencies	-
Baiq Nadea Dzurriatin	Direktur Kepatuhan Director of Compliance	Tidak menjabat pada perusahaan/ instansi lain Not serving in other companies/agencies	-
Basuki Hidayat	Direktur Operasional Director of Operations	Tidak menjabat pada perusahaan/ instansi lain Not serving in other companies/agencies	-
Mohammad Riza	Direktur Bisnis Director of Business	Tidak menjabat pada perusahaan/ instansi lain Not serving in other companies/agencies	-
Willy Hambali	Direktur Keuangan dan Strategi* Director of Finance and Strategy*	Tidak menjabat pada perusahaan/ instansi lain Not serving in other companies/agencies	-

*Akan berlaku efektif setelah memperoleh persetujuan uji kepatutan dan kelayakan dari Otoritas Jasa Keuangan

Hubungan Afiliasi Direksi

Lingkup pengungkapan hubungan afiliasi Direksi adalah hubungan afiliasi atau keterikatan atau ketergantungan dalam hubungan keuangan, kepengurusan, kepemilikan saham dan/atau hubungan keluarga sampai dengan derajat kedua; antar pejabat anggota Dewan Komisaris

Board of Directors Affiliation Hubungan

The scope of disclosure of the affiliation of the Board of Directors is affiliation or attachment or dependence in financial, management, share ownership and/or family relationships up to the second degree; between other members of the Board of Commissioners, members of

lainnya, anggota Direksi dan pemegang saham pengendali atau pemegang saham utama, dengan tujuan menghindari adanya benturan kepentingan yang dapat mengganggu proses pengambilan keputusan yang dapat merugikan Perseroan.

the Board of Directors and the controlling shareholder or major shareholder, with the aim of avoiding any conflict of interest that could interfere with the decision-making process that could harm the Bank.

Seluruh anggota Direksi Perseroan tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris lainnya, Direksi dan Pemegang Saham, sebagaimana tercermin dalam tabel berikut:

All members of the Bank's Board of Directors have no affiliation with other members of the Board of Commissioners, Directors and Shareholders, as reflected in the following table:

Nama Name	**Jabatan** Position	**Hubungan Keluarga Dengan** Family Relationship with			**Hubungan Keuangan Dengan** Financial Relationship with		
		Dewan Komisaris Commissioner	**Direksi** Directors	**Pemegang Saham** Saham Shareholders	**Dewan Komisaris** Commissioner	**Direksi** Directors	**Pemegang Saham** Saham Shareholders
Dyota Marsudi	Presiden Direktur *President Director*	x	x	x	x	x	x
Firdila Sari	Direktur Digital Banking *Director of Digital Banking*	x	x	x	x	x	x
Baiq Nadea Dzurriatin	Direktur Kepatuhan *Director of Compliance*	x	x	x	x	x	x
Basuki Hidayat	Direktur Operasional *Director of Operations*	x	x	x	x	x	x
Mohammad Riza	Direktur Bisnis *Director of Business*	x	x	x	x	x	x
Willy Hambali	Direktur Keuangan dan Strategi* *Director of Finance and Strategy**	x	x	x	x	x	x

*Akan berlaku efektif setelah memperoleh persetujuan uji kepatutan dan kelayakan dari Otoritas Jasa Keuangan

Tugas dan Tanggung Jawab Direksi

Direksi adalah organ perusahaan yang berwenang dan bertanggung jawab penuh atas pengurusan perusahaan untuk kepentingan Perseroan. Sebagaimana tertuang dalam Anggaran Dasar, Direksi bertanggung jawab penuh dalam melaksanakan tugasnya untuk kepentingan Bank dalam mencapai maksud dan tujuannya berdasarkan prinsip kehati-hatian dan Prinsip Syariah. Direksi juga melaksanakan prinsip-prinsip GCG dalam setiap kegiatan usaha Bank pada seluruh tingkatan dan jenjang organisasi. Direksi memiliki pedoman dan tata tertib kerja yang tercantum dalam Anggaran Dasar, pembagian dan tugas dan tanggung jawab Direksi (*job description*), *Terms of Reference* (TOR) Rapat BOD, dan Kebijakan GCG.

Duties and Responsibilities of the Board of Directors

The Board of Directors is a company organ that is authorized and fully responsible for the management of the company for the benefit of the Bank. As stated in the Articles of Association, the Board of Directors is fully responsible for carrying out their duties for the benefit of the Bank in achieving its goals and objectives based on prudential principles and Sharia principles. The Board of Directors also implements GCG principles in each of the Bank's business activities at all levels and levels of the organization. The Board of Directors has guidelines and work procedures listed in the Articles of Association, the division and duties and responsibilities of the Board of Directors (job description), Terms of Reference (TOR) for BOD Meetings, and GCG Policy.

Program Pengenalan Perusahaaan Bagi Direksi Baru

Program Orientasi mengenai Perseroan wajib diberikan kepada Anggota Direksi yang baru pertama kali menjabat di Perseroan. Program Orientasi dilaksanakan dalam rangka meningkatkan fungsi dan efektivitas kerja Direksi. Adapun materi yang diberikan pada Program Orientasi berupa presentasi, pertemuan atau kunjungan ke fasilitas Perseroan, perkenalan dengan para pimpinan dan pegawai Perseroan serta program lainnya sesuai dengan kebutuhan.

Sekretaris Perusahaan sebagai pelaksana Program Pengenalan bagi Direktur yang baru diangkat, mempersiapkan materi program pengenalan yang meliputi Program Pengenalan Perseroan berkaitan dengan:

1. Pelaksanaan prinsip-prinsip GCG dalam Perseroan;
2. Visi, misi, strategi, risiko, posisi kompetitif, kinerja keuangan dan operasional;
3. Kewenangan Komite, Audit Internal dan Eksternal dan Sistem Pengendalian Internal.

Program Peningkatan Kompetensi Direksi

Dalam rangka mengoptimalkan peran dan fungsi Direksi, Perseroan memfasilitasi Direksi Perseroan untuk mengikuti berbagai macam program pengembangan kompetensi baik berupa seminar atau pelatihan. Tentang kegiatan peningkatan kompetensi yang diikuti Direksi di sepanjang tahun 2021 dapat dilihat pada bab Profil Perusahaan dalam laporan tahunan ini.

Pelaksanaan Tugas Direksi

Pelaksanaan tugas dan tanggung jawab Direksi meliputi antara lain

1. Dalam rangka melaksanakan GCG, Direksi telah membentuk fungsi-fungsi:
   a. Audit Intern (SKAI).
   b. Manajemen Risiko dan Komite Manajemen Risiko.
   c. Kepatuhan.

   Fungsi-fungsi tersebut telah beroperasi secara independen dan terpisah dari unit operasional lainnya. Selanjutnya, pelaksanaan fungsi-fungsi tersebut ditetapkan dalam peraturan internal Bank.
2. Direksi bertanggung jawab atas pelaksanaan kebijakan Manajemen Risiko dan eksposur risiko yang diambil oleh Bank secara keseluruhan. Dalam kerangka ini Direksi telah menyusun dan menetapkan mekanisme persetujuan transaksi, mengevaluasi dan memutuskan transaksi yang memerlukan persetujuan Direksi, dan mengembangkan budaya manajemen risiko pada seluruh jenjang organisasi.
3. Direksi telah menyusun Rencana Bisnis Bank (RBB) secara realistis, komprehensif, dan terukur dengan memperhatikan prinsip-prinsip kehati-hatian dan responsif terhadap perubahan internal dan eksternal. Direksi juga telah mengkomunikasikan RBB kepada pemegang saham Bank dan seluruh jenjang organisasi

Company Introduction Program for New Directors

The Orientation Program regarding the Bank must be given to Members of the Board of Directors who are serving at the Bank for the first time. The Orientation Program is implemented in order to improve the function and work effectiveness of the Board of Directors. The material provided in the Orientation Program is in the form of presentations, meetings or visits to Bank facilities, introductions to the leaders and employees of the Bank as well as other programs as needed.

The Corporate Secretary as the executor of the Introduction Program for newly appointed Directors, prepares material for the introduction program which includes the Bank Introduction Program related to:

1. Implementation of GCG principles in the Bank;
2. Vision, mission, strategy, risk, competitive position, financial and operational performance;
3. Authority of the Committee, Internal and External Audit and Internal Control System.

Board of Directors Competency Improvement Program

In order to optimize the roles and functions of the Board of Directors, the Bank facilitates the Board of Directors of the Bank to participate in various competency development programs, either in the form of seminars or training. Regarding competency improvement activities participated in by the Board of Directors throughout 2021, see the Company Profile chapter in this annual report.

Implementation of the Duties of the Board of Directors

The implementation of the duties and responsibilities of the Board of Directors includes, among others

1. In order to implement GCG, the Board of Directors has established the following functions:
   a. Internal Audit (SKAI).
   b. Risk Management and Risk Management Committee.
   c. Obedience.

   These functions have operated independently and separately from other operational units. Furthermore, the implementation of these functions is stipulated in the Bank's internal regulations.
2. The Board of Directors is responsible for the implementation of Risk Management policies and overall risk exposure taken by the Bank. Within this framework, the Board of Directors has developed and established a transaction approval mechanism, evaluated and decided on transactions that require the approval of the Board of Directors, and developed a risk management culture at all levels of the organization.
3. The Board of Directors has prepared a realistic, comprehensive and measurable Bank Business Plan (RBB) by taking into account the principles of prudence and being responsive to internal and external changes. The Board of Directors has also communicated the RBB to the Bank's shareholders and all levels of the

yang ada di Bank, antara lain melalui forum town-hall dan rapat staf yang diadakan secara reguler.

4. Direksi telah menindaklanjuti dan memonitor setiap hasil temuan dan rekomendasi dari SKAI, audit eksternal, dan hasil pengawasan Otoritas Jasa Keuangan, Dewan Pengawas Syariah, dan/atau hasil pengawasan otoritas lainnya.

5. Direksi telah menyediakan program-program pelatihan bagi seluruh karyawan dalam rangka peningkatan keahlian dan kemampuan karyawan secara berkelanjutan.

Penilaian Kinerja Komite-Komite di Bawah Direksi

Sepanjang tahun 2021, Direksi menilai bahwa kinerja Komite dibawah Direksi telah menjalankan dengan baik tugas dan fungsinya masing-masing sesuai tujuan pembentukanya.

organization in the Bank, including through town-hall forums and staff meetings that are held regularly.

4. The Board of Directors has followed up and monitored any findings and recommendations from the Internal Audit Unit, external audit, and the results of the supervision of the Financial Services Authority, the Sharia Supervisory Board, and/or the results of the supervision of other authorities.
5. The Board of Directors has provided training programs for all employees in order to continuously improve the skills and abilities of employees.

Performance Assessment of Committees Under the Board of Directors

Throughout 2021, the Board of Directors assessed that the performance of the Committees under the Board of Directors had carried out their respective duties and functions well, according to the purpose of their formation.

Transparansi Informasi Terkait Dewan Komisaris dan Direksi

Transparency of Information Related to The Board of Commissioners and Board of Directors

Kebijakan Keberagaman Komposisi Dewan Komisaris dan Direksi

Perseroan tidak menetapkan kebijakan untuk menentukan keberagaman komposisi anggota Dewan Komisaris dan Direksi. Kewenangan untuk mengangkat Komisaris dan Direktur Perseroan merupakan hak dari Pemegang Saham dalam RUPS. Perseroan meyakini bahwa keberagaman keahlian, pengalaman serta latar belakang pendidikan akan mendukung efektivitas pelaksanaan tugas dan tanggung jawab Dewan Komisaris dan Direksi.

Komposisi Dewan Komisaris dan Direksi diharapkan dapat memberikan alternatif pemecahan masalah dan mendorong pengambilan keputusan yang lebih obyektif, komprehensif, optimal, dan memiliki dampak positif terhadap pengawasan dan pengelolaan Perseroan.

Policy on Diversity in the Composition of the Board of Commissioners and Directors

The Bank does not set a policy to determine the diversity of the composition of the members of the Board of Commissioners and the Board of Directors. The authority to appoint Commissioners and Directors of the Bank is the right of the Shareholders at the GMS. The Bank believes that the diversity of expertise, experience and educational background will support the effective implementation of the duties and responsibilities of the Board of Commissioners and the Board of Directors.

The composition of the Board of Commissioners and the Board of Directors is expected to provide alternative solutions to problems and encourage decision making that is more objective, comprehensive, optimal, and has a positive impact on the supervision and management of the Bank

Keberagaman Komposisi Dewan Komisaris dan Direksi
Diversity in the Composition of the Board of Commissioners and the Board of Directors

Nama Name	**Kewarganegaraan** Citizen	**Gender**	**Usia** Age	**Latar Belakang Pendidikan** Education Background	**Pengalaman Profesional** Professional Experience	**Keahlian** Skill
Dewan Komisaris						
Nurdiaz Alvin Pattisahusiwa (Presiden Komisaris Independen)* (President Commissioner)*	Indonesia	Laki-laki Male	48	• Sarjana Ekonomi dari Universitas Parahyangan, Bandung (1996) • Master Degree in Management dari IPMI International Business School (2003) • Bachelor of Economics from Parahyangan University, Bandung (1996) • Master Degree in Management from IPMI International Business School (2003)	• President Director di PT. Mandiri Manajemen Investasi (November 2017-Maret 2021 • Chief Investment Officer di PT. Mandiri Manajemen Investasi (September 2017) • Investment Director di PT Manulife Aset Manajemen Indonesia (2012-2017) • Head of Equity di PT BNP Paribas Investment Partner (2002-2011) • Senior Fund Manager di PT Batavia Prosperindo Aset Manajemen (1997-2002) • President Director at PT. Mandiri Investment Management (November 2017-March 2021 • Chief Investment Officer at PT. Mandiri Investment Management (September 2017) • Investment Director at PT Manulife Aset Manajemen Indonesia (2012-2017) • Head of Equity at PT BNP Paribas Investment Partner (2002-2011) • Senior Fund Manager at PT Batavia Prosperindo Asset Management (1997-2002)	Investasi Investment

Nama Name	**Kewarganegaraan** Citizen	**Gender**	**Usia** Age	**Latar Belakang Pendidikan** Education Background	**Pengalaman Profesional** Professional Experience	**Keahlian** Skill
Ationo Teguh Basuki (Komisaris) (Commissioner)	Indonesia	Laki-laki Male	61	• Sarjana Teknik Elektro dari ITB Bandung, Jawa Barat (1985) • Bachelor of Electrical Engineering from ITB Bandung, West Java (1985)	• Direktur Kepatuhan Index (2018-2019) • Direktur IT & E-Channel Bank Index (2015-2018) • Direktur Pengembangan Bisnis Bank Index (2011-2015) • Direktur Bisnis Support Bank Index (2008-2011) • Advisor untuk Direksi di Bidang Operasional Bank Index (2008-2008) • Kepala Bidang Operasi di Panin Bank (2004-2007) • Kepala Bagian Pelayanan Jasa KCU di Panin Bank (1997-2003) • Kepala Bagian Administrasi Operasi KCU Senayan di Panin Bank (1996-1997) • Pemimpin KCP Tanah Abang di Panin Bank (1994-1995) • Koordinator Marketing KCU Senayan di Panin Bank (1993-1994) • Director of Compliance Index (2018-2019) • Director of IT & E-Channel Bank Index (2015-2018) • Director of Bank Index Business Development (2011-2015) • Director of Business Support Bank Index (2008-2011) • Advisor to the Board of Directors in the Operational Sector Bank Index (2008-2008) • Head of Operations at Panin Bank (2004-2007) • Head of KCU Services Division at Panin Bank (1997-2003) • Head of Operations Administration of KCU Senayan at Panin Bank (1996-1997) • Head of KCP Tanah Abang at Panin Bank (1994-1995) • Marketing Coordinator of KCU Senayan at Panin Bank (1993-1994)	Perbankan Banking

Nama Name	**Kewarganegaraan** Citizen	**Gender**	**Usia** Age	**Latar Belakang Pendidikan** Education Background	**Pengalaman Profesional** Professional Experience	**Keahlian** Skill
Fransisca Ekawaty (Komisaris Independen) (Independent Commissioner)	Indonesia	Perempuan Female	56	• Sarjana Ekonomi Jurusan Manajemen dari Universitas Kristen Indonesia (1988) • Bachelor of Economics, Majoring in Management from Indonesian Christian University (1988)	• Direktur PT Sippa Kemasan Internasional (April 2020 - September 2021) • General Manager Treasury PPA (2019-2020) • General Manager Business Advisory & Asset Management PPA (2014-2019) • General Manager Monitoring and Administration of Equity Management PT PPA (2004-2014) • Group Head Analisa dan Pengkajian Pengelola Bank pada Unit Restrukturisasi Bank di Badan Penyehatan Perbankan Nasional (BPPN) (1999-2004) • Kepala Sub Divisi Pengembangan Cabang PT Bank Pesona Kriyadana (1989) • Director of PT Sippa Packaging Internasional (April 2020 - September 2021) • General Manager Treasury PPA (2019-2020) • General Manager Business Advisory & Asset Management PPA (2014-2019) • General Manager Monitoring and Administration of Equity Management PT PPA (2004-2014) • Group Head of Analysis and Assessment of Bank Management at the Bank Restructuring Unit at the National Bank Restructuring Agency (IBRA) (1999-2004) • Head of Sub Division of Branch Development of PT Bank Pesona Kriyadana (1989)	Perbankan Banking
Rudy Hamdani (Komisaris Independen)* Independent Commissioner)*	Indonesia	Laki-laki Male	59	• Bachelor of Science in Economics and Business Administration dari St. Mary College of California (1987) • Bachelor of Science in Economics and Business Administration from St. Mary College of California (1987)	• Komisaris Utama PT Danakita Investama (2013-sekarang) • Vice President Director PT Sequis Life Insurance Indonesia (2017-2018) • Direktur Perbankan di PT Bank OCBC NISP Tbk (2000-2007) • Direktur Perbankan di Bank International Indonesia (BII) (2000-2013) • Account Officer di Bank International Indonesia (BII) (1989-2000) • President Commissioner of PT Danakita Investama (2013-present) • Vice President Director PT Sequis Life Insurance Indonesia (2017-2018) • Banking Director at PT Bank OCBC NISP Tbk (2000-2007) • Director of Banking at Bank International Indonesia (BII) (2000-2013) • Account Officer at Bank International Indonesia (BII) (1989-2000)	Perbankan Banking

Nama Name	**Kewarganegaraan** Citizen	**Gender**	**Usia** Age	**Latar Belakang Pendidikan** Education Background	**Pengalaman Profesional** Professional Experience	**Keahlian** Skill
Direksi						
Dyota Marsudi (Presiden Direktur) (President Director)	Indonesia	Laki-laki Male	32	• Sarjana Ekonomi dari Universitas Indonesia (2010) • Master in Business Administration dari INSEAD (2016) • Bachelor of Economics from the University of Indonesia (2010) • Master in Business Administration from INSEAD (2016)	• Senior Executive Director of Investments di Vertex Ventures, Singapura (2018-2021) • Member of National Digital Transformation Committee di PPN/ BAPENAS (2019) • Co-Founder & COO di Happy5.co (2016-2018) • Management Consultant di Boston Consulting Group (2011-2017) • Senior Executive Director of Investments at Vertex Ventures, Singapore (2018-2021) • Member of the National Digital Transformation Committee at PPN/ BAPENAS (2019) • Co-Founder & COO at Happy5.co (2016-2018) • Management Consultant at Boston Consulting Group (2011-2017)	Investasi Investment
Basuki Hidayat (Direktur Operasional) (Director of Operations)	Indonesia	Laki-laki Male	57	• Sarjana Ekonomi Jurusan Akuntansi di Universitas Diponegoro, Semarang (1989) • Bachelor of Economics majoring in Accounting at Diponegoro University, Semarang (1989)	• Direktur Operasi di PT Bank Maybank Syariah Indonesia (2013-2020) • Direktur Utama (Subject to F&P Test) di PT Maybank Syariah Indonesia (27 Mei 2020) • Vice President-Kepala Divisi Grup Audit di PT Bank Internasional Indonesia (PT Maybank Indonesia) (2006-2013) • Penanggung jawab penanganan audit cabang di bidang operasional maupun kredit pada PT Bank Internasional Indonesia Tbk (2013) • Auditor KAP Tahrir Hidayat (1988-1989) • Director of Operations at PT Bank Maybank Syariah Indonesia (2013-2020) • President Director (Subject to F&P Test) at PT Maybank Syariah Indonesia (27 May 2020) • Vice President-Head of Group Audit Division at PT Bank Internasional Indonesia (PT Maybank Indonesia) (2006-2013) • Responsible for handling branch audits in the field of operations and credit at PT Bank Internasional Indonesia Tbk (2013) • KAP Auditor Tahrir Hidayat (1988-1989)	Perbankan Banking

Nama Name	**Kewarganegaraan** Citizen	**Gender**	**Usia** Age	**Latar Belakang Pendidikan** Education Background	**Pengalaman Profesional** Professional Experience	**Keahlian** Skill
Mohammad Riza (Direktur Bisnis) (Director of Business)	Indonesia	Laki-laki Male	43	• Bachelor of Engineering in Geophysical Engineering di Institut Teknologi Bandung (2001) • Magister Manajemen Bisnis (MBA) di Universitas Gadjah Mada (2009). • Bachelor of Engineering in Geophysical Engineering at the Bandung Institute of Technology (2001) • Master of Business Management (MBA) at Gadjah Mada University (2009).	• Syariah Junior Treasury Dealer-Sub Manager hingga posisi Division Head – Financial & Treasury Management Division di Syariah Banking Group – PT Bank Niaga Tbk (2004-sekarang) • Head of Islamic Treasury di Bank CIMB Niaga Syariah (2009-2013) • Acting Team Leader Corporate & Senior Islamic Treasury Dealer, Al Yusr Islamic Bank of Oman Arab Bank S.A.O.C (Nov 2013Juli 2014) • Manager di AL Yusr Islamic Banking di Oman Arab Bank S.A.O.C (Feb 2013-Nov 2013) • Syariah Junior Treasury Dealer-Sub Manager to Division Head – Financial & Treasury Management Division at Syariah Banking Group – PT Bank Niaga Tbk (2004-present) • Head of Islamic Treasury at Bank CIMB Niaga Syariah (2009-2013) • Acting Team Leader Corporate & Senior Islamic Treasury Dealer, Al Yusr Islamic Bank of Oman Arab Bank S.A.O.C (Nov 2013July 2014) • Manager at AL Yusr Islamic Banking at Oman Arab Bank S.A.O.C (Feb 2013-Nov 2013)	Perbankan Banking
Willy Hambali (Direktur Keuangan dan Strategi)	Indonesia	Laki-laki Male	40	• S1 - Sarjana Teknik Mesin, National University of Singapore (2006) • Master in Business Administration dari Johnson Graduate School of Management, Cornell University (2011) • S1 - Bachelor of Civil Engineering, Tarumanegara University (1998) • Master of Science, San Jose State University, United States (2001)	• Gojek & Head of Liquidity Gopay (2019 - 2020) • Director of Portfolio Operations di PT Multipolar Tbk (2019) • Project Director, Chief Product Officer di PT Visionet Internasional (OVO) (2016-2019) • Senior Managing Consultant di MasterCard Advisors (2015-2016) • Direktur Pengembangan Bisnis di Purwana Group (2013-2015) • Associate di A.T. Kearney (2011-2013) • Fixed income and equity derivatives di Royal Bank of Scotland (2007-2009) • Demand Analyst di Singapore Airlines (2006-2007) • Chief Technology Officer Transport at Traveloka (2019-January 2021) • Chief Technology Officer at PT Visionet Internasional (OVO) (2018-2019) • Vice President Engineering at Traveloka (2016-2018) • Senior Engineering Manager at Google (2006-2016) • Team Architect at PayPal (2004-2006) • Software Engineer III at Symbol Technologies (2001-2004) • Software Engineer at Novell, Inc. (2000-2001)	Keuangan Finance

Nama Name	**Kewarganegaraan** Citizen	**Gender**	**Usia** Age	**Latar Belakang Pendidikan** Education Background	**Pengalaman Profesional** Professional Experience	**Keahlian** Skill
Firdila Sari (Direktur Digital Banking) (Director of Digital Banking)	Indonesia	Perempuan Female	36	• Sarjana Ekonomi dari Universitas Indonesia (2007) • Bachelor of Economics from University of Indonesia (2007)	• Digital Banking Group Head di PT Bank Net Indonesia Syariah Tbk (2020-2021) • Head of Product di PT Visionet Internasional (OVO) (2018-2020) • Vice President, Head of Mobile Products di PT Bank Commonwealth (2017-2018) • Head of Product di PT Visionet Internasional (OVO) (2015-2017) • Senior Manager, Business Development, Product, & Content Management di PT Digital Vision Nusantara (K-Vision) (2013-2015) • Senior Manager, Office of CEO di PT Digital Media Asia (VivaPlus) (2012-2013) • Product Management-Global Payments & Cash Management (PCM) di PT Bank HSBC Indonesia (2008-2012) • Digital Banking Group Head at PT Bank Net Indonesia Syariah Tbk (2020-2021) • Head of Product at PT Visionet Internasional (OVO) (2018-2020) • Vice President, Head of Mobile Products at PT Bank Commonwealth (2017-2018) • Head of Product at PT Visionet Internasional (OVO) (2015-2017) • Senior Manager, Business Development, Product, & Content Management at PT Digital Vision Nusantara (K-Vision) (2013-2015) • Senior Manager, Office of CEO at PT Digital Media Asia (VivaPlus) (2012-2013) • Product Management-Global Payments & Cash Management (PCM) at PT Bank HSBC Indonesia (2008-2012)	Perbankan Banking
Baiq Nadea Dzurriatin (Direktur Kepatuhan) (Director of Compliance)	Indonesia	Perempuan Female	51	• Sarjana Hukum - Universitas Airlangga (1993) • Master Bidang Hukum (LLM) Jurusan International Comparative Law dari Southern Methodist University School of Law, Dallas, Texas, Amerika Serikat (1999) • Bachelor of Law - Airlangga University (1993) • Master of Law (LLM) Majoring in International Comparative Law from Southern Methodist University School of Law, Dallas, Texas, United States (1999)	• Direktur Kepatuhan di PT Maybank Syariah Indonesia (Okt 2010Jan 2020) • Direktur Kepatuhan di PT Bank Maybank Indocorp (Feb 2009-Okt 2010) • Direktur Kepatuhan di Bank of Tokyo- Mitsubishi UFJ, Jakarta (Juli 2005-Nov 2008) • Head of Compliance Department di The Bank of TokyoMitsubishi UFJ, Jakarta (Sep 2001-Juli 2005) • Direktorat Hukum di Bank Indonesia (Juni 1995-Juni 2001) • Compliance Director at PT Maybank Syariah Indonesia (Oct 2010Jan 2020) • Compliance Director at PT Bank Maybank Indocorp (Feb 2009-Oct 2010) • Compliance Director at Bank of Tokyo- Mitsubishi UFJ, Jakarta (July 2005-Nov 2008) • Head of Compliance Department at The Bank of Tokyo Mitsubishi UFJ, Jakarta (Sep 2001-July 2005) • Legal Directorate at Bank Indonesia (June 1995-June 2001)	Perbankan Banking

*Akan berlaku efektif setelah memperoleh persetujuan uji kepatutan dan kelayakan dari Otoritas Jasa Keuangan

Penilaian Kinerja Dewan Komisaris dan Direksi

Penilaian kinerja Dewan Komisaris dilakukan melalui beberapa jenis prosedur, antara lain sebagai berikut:

1. Penilaian oleh RUPS
   RUPS merupakan mekanisme pengambilan keputusan tertinggi dalam perusahaan. Dewan Komisaris dan Direksi menyampaikan laporan pertanggungjawaban terhadap pelaksanaan tugas dan tanggung jawabnya pada tahun buku kepada Pemegang Saham pada RUPS Tahunan.

   Adapun hasil penilaian kinerja Dewan Komisaris dan Direksi untuk tahun 2021 adalah sebagaimana yang terlampir berikut ini:
   a. Menyetujui dan mengesahkan Laporan Tahunan, Laporan Keuangan, dan Laporan Tugas Pengawasan Dewan Komisaris Perseroan untuk Tahun Buku yang berakhir pada tanggal 31 (tiga puluh satu) Desember 2021 (dua ribu dua satu) sekaligus pemberian pelunasan dan pembebasan tanggung jawab sepenuhnya (*"volledig acquit et de charge"*) kepada Anggota Direksi atas tindakan pengurusan Perseroan dan Anggota Dewan Komisaris atas tindakan pengawasan Perseroan yang telah dijalankan selama Tahun Buku 2021 (dua ribu dua puluh);

2. Penilaian Berdasarkan *Self Assessment* GCG
   Kinerja Dewan Komisaris dan Direksi berdasarkan *self assessment* mengacu pada Surat Edaran Otoritas Jasa Keuangan No. 10/SEOJK.03/2014 tentang Penilaian Tingkat Kesehatan Bank Umum Syariah dan Unit Usaha Syariah. Adapun hasil penilaian kinerja Dewan Komisaris dan Direksi untuk tahun 2021 adalah sebagaimana yang terlampir berikut ini:
   a. Pelaksanaan tugas dan tanggung jawab Direksi memperoleh peringkat 2;
   b. Pelaksanaan tugas dan tanggung jawab Dewan Komisaris memperoleh peringkat 1.

   Secara keseluruhan, sepanjang tahun 2021 Dewan Komisaris telah melaksanakan tugas-tugasnya, mencakup pengadaan rapat terkait pembahasan persoalan yang berhubungan dengan manajemen Bank dan mengevaluasi kinerja Bank. Selain merekomendasikan pelaksanaan prinsip-prinsip *Good Corporate Governance* dengan baik, Dewan Komisaris juga telah berupaya melakukan tindakan pengawasan terhadap kebijakan pengurusan Bank serta memberikan nasihat dan rekomendasi kepada Direksi guna memastikan bahwa bisnis dan usaha Bank berjalan dengan baik.

Performance Assessment of the Board of Commissioners and Directors

The performance appraisal of the Board of Commissioners is carried out through several types of procedures, including the following:

1. Assessment by GMS
   GMS is the highest decision-making mechanism in the company. The Board of Commissioners and the Board of Directors submit an accountability report on the implementation of their duties and responsibilities in the financial year to the Shareholders at the Annual GMS.

   The results of the performance appraisal of the Board of Commissioners and the Board of Directors for 2021 are as attached below:
   a. To approve and ratify the Annual Report, Financial Statements, and Report on the Supervisory Duties of the Bank's Board of Commissioners for the Financial Year ending on 31 (thirty one) December 2021 (two thousand and two one) as well as granting full settlement and discharge of responsibilities ("volledig acquit et al. de charge") to Members of the Board of Directors for the actions of the Bank's management and Members of the Board of Commissioners for the Bank's supervisory actions that have been carried out during the 2021 (two thousand and twenty) Fiscal Year;

2. Assessment Based on GCG Self Assessment
   The performance of the Board of Commissioners and the Board of Directors based on self-assessment refers to the Circular Letter of the Financial Services Authority No. 10/SEOJK.03/2014 concerning Assessment of Soundness Level of Sharia Commercial Banks and Sharia Business Units. The results of the performance appraisal of the Board of Commissioners and the Board of Directors for 2021 are as attached below:
   a. The implementation of the duties and responsibilities of the Board of Directors is ranked 2;
   b. The implementation of the duties and responsibilities of the Board of Commissioners is ranked 1.

Overall, throughout 2021 the Board of Commissioners has carried out its duties, including holding meetings related to discussing issues related to the Bank's management and evaluating the Bank's performance. In addition to recommending the implementation of the principles of Good Corporate Governance properly, the Board of Commissioners has also made efforts to supervise the Bank's management policies and provide advice and recommendations to the Board of Directors to ensure that the Bank's business and operations run well.

REMUNERASI DAN FASILITAS LAINNYA BAGI DEWAN KOMISARIS DAN DIREKSI SERTA DEWAN PENGAWAS SYARIAH

Kebijakan Penetapan Remunerasi

Kebijakan remunerasi dan fasilitas lainnya yang ditetapkan dalam Rapat Umum Pemegang Saham (RUPS), antara lain:

1. Remunerasi yaitu penghasilan dalam bentuk uang (non natura) antara lain gaji, tunjangan (*benefit*), kompensasi dalam bentuk saham, bonus dan bentuk remunerasi lainnya, dan
2. Fasilitas lain yaitu fasilitas yang diterima tidak dalam bentuk uang (natura), antara lain fasilitas perumahan, fasilitas transportasi, fasilitas asuransi kesehatan, fasilitas telekomunikasi, dan fasilitas lainnya yang dapat dimiliki maupun tidak dapat dimiliki.

Struktur dan Jumlah Remunerasi Tahun 2021

Selama tahun 2021, jumlah keseluruhan remunerasi dan fasilitas lainnya adalah sebagai berikut:

REMUNERATION AND OTHER FACILITIES FOR THE BOARD OF COMMISSIONERS AND DIRECTORS AS WELL AS THE SHARIA SUPERVISORY BOARD

Remuneration Determination Policy

Remuneration policies and other facilities set out in the General Meeting of Shareholders (GMS), include:

1. Remuneration, namely income in the form of money (non-kind) including salary, benefits, compensation in the form of shares, bonuses and other forms of remuneration, and
2. Other facilities, namely facilities received not in the form of money (in kind), including housing facilities, transportation facilities, health insurance facilities, telecommunication facilities, and other facilities that may or may not be owned.

2021 Remuneration Structure and Amount

During 2021, the total remuneration and other facilities are as follows:

Jenis Remunerasi dan Fasilitas Lainnya Types of Remuneration and Other Facilities	**Jumlah Diterima dalam 1 Tahun** Amount Received in 1 Year					
	Dewan Komisaris Board of Commissioners		**Direksi** Board of Directors		**Dewan Pengawas Syariah** Sharia Supervisory Board	
	Orang Person	**Jutaan Rupiah** Milion Rupiah	**Orang** Person	**Jutaan Rupiah** Milion Rupiah	**Orang** Person	**Jutaan Rupiah** Milion Rupiah
Remunerasi Remuneration	3	2.258	5	8.444	2	631
Fasilitas lainnya*): 1. Yang dapat dimiliki What can be owned	-	-	-	-	-	-
2. Yang tidak dapat dimiliki What can't be owned	-	-	-	-	-	-
Total	**3**	**2.258**	**5**	**8.444**	**2**	**631**

*) Dinilai dalam ekuivalen Rupiah

*) Valued in Rupiah equivalent

Jumlah anggota Dewan Komisaris, Direksi, dan Dewan Pengawas Syariah yang menerima remunerasi dalam satu tahun dikelompokkan dalam kisaran tingkat penghasilan, sebagaimana tabel di bawah ini.

The number of members of the Board of Commissioners, Board of Directors and Sharia Supervisory Board who receive remuneration in one year are grouped in the range of income levels, as shown in the table below.

Jumlah Remunerasi *) per orang dalam 1 tahun Total Remuneration *) per person in 1 year	**Jumlah Dewan Komisaris** Number of Board of Commissioners	**Jumlah Direksi** Number of Directors	**Jumlah Dewan Pengawas Syariah** Number of Sharia Supervisory Board
Di atas Rp2 miliar Above IDR 2 billion	-	-	-
Di atas Rp1 miliar s.d. Rp2 miliar Above IDR 1 billion s.d. IDR 2 billion	1	5	-
Di atas Rp500 juta s.d. Rp1 miliar Above IDR 500 million s.d. IDR 1 billion	2	-	-

Rasio Gaji Tertinggi dan Gaji Terendah

Informasi mengenai rasio gaji tertinggi dan terendah dalam skala perbandingan adalah sebagai berikut:

Ratio of Highest and Lowest Salary

Information on the ratio of the highest and lowest salaries in the comparison scale is as follows:

Perihal	2021	2020	2019
Rasio Gaji Pegawai yang Tertinggi dan Terendah Highest and Lowest Staff Salary Ratio	28,3 : 1	21,76 : 1	15,3 : 1
Rasio Gaji Direksi yang Tertinggi dan Terendah Highest and Lowest Board of Director Salary Ratio	2,2 : 1	1,26 : 1	1,2 : 1
Rasio Gaji Komisaris yang Tertinggi dan Terendah Highest and Lowest Board of Commissioners Salary Ratio	2 : 1	2,28 : 1	1,1 : 1
Rasio Gaji Direksi Tertinggi dan Pegawai Tertinggi Board of Commisioners and Staff Highest Salary Ratio	1,4 : 1	1,3 : 1	1,4 :1

RAPAT DEWAN KOMISARIS DAN DIREKSI

Rapat Dewan Komisaris

Dewan Komisaris menyelenggarakan rapat secara berkala sekurang-kurangnya 1 (satu) kali dalam 2 (dua) bulan atau setiap waktu bilamana dianggap perlu. Rapat Dewan Komisaris membahas permasalahan sesuai dengan agenda dan keputusan Rapat Dewan Komisaris harus diambil berdasarkan musyawarah untuk mufakat. Apabila tidak tercapai maka keputusan diambil dengan pemungutan suara berdasarkan suara setuju paling sedikit lebih dari ½ (satu per dua) dari jumlah suara yang dikeluarkan dalam rapat. Apabila suara yang setuju dan tidak setuju berimbang maka ketua Rapat Dewan Komisaris yang akan memutuskan. Setiap hasil Rapat Dewan Komisaris senantiasa dituangkan dalam risalah rapat dan didokumentasikan dengan baik, termasuk pengungkapan *dissenting opinions* secara jelas.

Sepanjang tahun 2021, Dewan Komisaris telah mengadakan 6 (enam) kali rapat. Ada pun risalah dan rekapitulasi kehadiran masing-masing anggota Dewan Komisaris dalam rapat internal adalah sebagai berikut:

Risalah dan Kehadiran Dewan Komisaris pada Rapat Internal

BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS MEETING

Board of Commissioners Meeting

The Board of Commissioners holds regular meetings at least 1 (one) time in 2 (two) months or whenever deemed necessary. Meetings of the Board of Commissioners discuss issues according to the agenda and decisions of the Meetings of the Board of Commissioners must be taken based on deliberation to reach consensus. If it is not reached, the decision is taken by voting based on the affirmative vote of at least more than (one half) of the total votes cast in the meeting. If the votes that agree and disagree are balanced, the chairman of the Board of Commissioners Meeting will decide. The results of each meeting of the Board of Commissioners are always stated in the minutes of the meeting and well documented, including the disclosure of dissenting opinions clearly.

Throughout 2021, the Board of Commissioners has held 6 (six) meetings. The minutes and recapitulation of the attendance of each member of the Board of Commissioners in internal meetings are as follows:

Minutes and Attendance of the Board of Commissioners at Internal Meetings

Tanggal Date	**Tempat** Place	**Agenda** Agenda	**Peserta** Participants	**Alasan Ketidakhadiran Dewan Komisaris dalam Rapat** Absence of the Board of Commissioners at the Meeting
5 Februari 2021 February 5, 2021	Kantor Pusat Bank Aladin Syariah Aladin Syariah Bank Head Office	1. BOC *Update;* 2. Pembahasan Susunan Komite Remunerasi dan Nominasi; 3. IPO *Update.* 1. BOC Updates; 2. Discussion on the composition of the Remuneration and Nomination Committee; 3. IPO Update	• Ationo Teguh Basuki; • Fransisca Ekawati; • Hadi Sunaryo*.	-

Tanggal Date	**Tempat** Place	**Agenda** Agenda	**Peserta** Participants	**Alasan Ketidakhadiran Dewan Komisaris dalam Rapat** Absence of the Board of Commissioners at the Meeting
28 April 2021 April 28, 2021	Kantor Pusat Bank Aladin Syariah Aladin Syariah Bank Head Office	1. BOC *Update* & Evaluasi Rakom 5 Februari 2021; 2. Pembahasan Surat Masuk dari BI terkait Penyampaian Data terkait OPEN API; 3. Pembahasan Surat Masuk OJK terkait RBB 2021-2023 Bank. 1. BOC Updates; 2. Discussion on the composition of the Remuneration and Nomination Committee; 3. IPO Update	Ationo Teguh Basuki; Fransisca Ekawati.	-
23 Juni 2021 June 23, 2021	Kantor Pusat Bank Aladin Syariah & Virtual Aladin Syariah Bank Head Office & Virtual	1. Persetujuan Mata Acara RUPS Tahunan Bank; 2. Penyampaian Susunan Materi Rapat Dekom; 3. *Update* dan Tindak Lanjut dari ACB (*Audit Committee Board*); 4. *Update* mengenai Divisi Human Capital (HC) dan Procurement. 1. Approval of the Bank's Annual GMS Agenda; 2. Submission of the composition of the Board of Commissioners Meeting Materials; 3. Update and Follow-up from ACB (Audit Committee Board); 4. Update on Human Capital (HC) and Procurement Division.	• Ationo Teguh Basuki; • Fransisca Ekawati.	-
25 Agustus 2021 August 25, 2021	Kantor Pusat Bank Aladin Syariah & Virtual Aladin Syariah Bank Head Office & Virtual	1. Laporan Pengawasan Dekom atas Realisasi RBB Juni 2021; 2. Pemaparan *draft Timeline rights issue* (HMETD); 3. Himbauan Dekom untuk meng-*update* seluruh SOP Bank berdasarkan hasil Prudensial Meeting OJK tanggal 24 Agustus 2021 1. Board of Commissioners' Supervision Report on the Realization of the RBB in June 2021; 2. Presentation of the draft Timeline rights issue (HMETD); 3. The recommendation of the Board of Commissioners to update all Bank SOPs based on the results of the OJK Prudential Meeting on August 24, 20=21	• Ationo Teguh Basuki; • Fransisca Ekawati.	-

Tanggal Date	**Tempat** Place	**Agenda** Agenda	**Peserta** Participants	**Alasan Ketidakhadiran Dewan Komisaris dalam Rapat** Absence of the Board of Commissioners at the Meeting
25 Oktober 2021 October 25, 2021	Kantor Pusat Bank Aladin Syariah & Virtual Aladin Syariah Bank Head Office & Virtual	1. Penyampaian informasi terkait Reg1 PMHMETD I; 2. Himbauan Dekom untuk persiapan penunjukan KAP tahun audit 2021. 1. Submission of information related to Reg1 PMHMETD I; 2. The recommendation of the Board of Commissioners to prepare for the appointment of KAP for the 2021 audit year.	• Ationo Teguh Basuki; • Fransisca Ekawati.	-
22 November 2021 November 22, 2021	Kantor Pusat Bank Aladin Syariah & Virtual Aladin Syariah Bank Head Office & Virtual	Pembahasan RBB 2022	• Ationo Teguh Basuki; • Fransisca Ekawati.	-

*) Tidak lagi menjabat sejak 7 April 2021
*) No longer serving as since April 7, 2021

Rekapitulasi kehadiran anggota Dewan Komisaris pada rapat internal dapat dilihat di bawah ini.

A summary of the attendance of members of the Board of Commissioners at internal meetings can be seen below.

Rekapitulasi Kehadiran Dewan Komisaris pada Rapat Internal

Recapitulation of Attendance of the Board of Commissioners at Internal Meetings

Dewan Komisaris Board of Commissioners	**Masa Jabatan** Term of Office	**Jumlah Wajib Rapat** Number of Mandatory Meetings	**Jumlah Kehadiran** Number of Attendance	**Persentase Kehadiran** Presence Percentage
Nurdiaz Alvin Pattisahusiwa (Presiden Komisaris)*/ (President Commissioner)	7 April - 31 Desember 2021 April 7 - December 31, 2021	0	0	0%
Ationo Teguh Basuki (Komisaris)/(Commissioner)	1 Januari - 31 Desember 2021 January 1 - December 31, 2021	6	6	100%
Hadi Sunaryo (Komisaris Independen)**/(Independent Commissioner)**	1 Januari - 7 April 2021 January 1 - April 7, 2021	1	1	100%
Jenmi Sintara (Komisaris Independen) **/(Independent Commissioner)*	1 Januari - 7 April 2021 January 1 - April 7, 2021	0	0	0%
Fransisca Ekawaty (Komisaris Independen)/ (Independent Commissioner)	1 Januari – 31 Desember 2021 January 1 - December 31, 2021	6	6	100%
Rudy Hamdani (Komisaris Independen)*/(Independent Commissioner)	29 Juli – 31 Desember 2021 July 29 - December 31, 2021	0	0	0%
Rata-rata				100%

*) Belum resmi menjabat hingga memperoleh pernyataan efektif dari OJK
**) Tidak lagi menjabat sebagai sejak 7 April 2021
*) Has not officially served until obtaining an effective statement from OJK
**) No longer serving as since April 7, 2021

Rapat Gabungan Dewan Komisaris dan Direksi

Dewan Komisaris juga dapat melakukan rapat gabungan dengan mengundang Direksi yang diselenggarakan sesuai dengan kebutuhan. Sepanjang tahun 2021, rapat gabungan Dewan Komisaris dan Direksi diadakan sebanyak 4 (empat) kali rapat. Ada pun risalah dan rekapitulasi kehadiran masing-masing anggota Dewan Komisaris dalam rapat bersama Direksi adalah sebagai berikut:

Joint Meeting of the Board of Commissioners and the Board of Directors

The Board of Commissioners can also hold joint meetings by inviting the Board of Directors, which are held as needed. Throughout 2021, a joint meeting of the Board of Commissioners and the Board of Directors was held for 4 (four) meetings. The minutes and recapitulation of the attendance of each member of the Board of Commissioners in the joint meeting of the Board of Directors are as follows:

Risalah dan Kehadiran Dewan Komisaris dan Direksi pada Rapat Gabungan

Minutes and Attendance of the Board of Commissioners and Board of Directors at the Joint Meeting

Tanggal Date	**Tempat** Date	**Agenda**	**Peserta** Participants	**Alasan Ketidakhadiran Dewan Komisaris/Direksi dalam Rapat** Reasons for Absence of the Board of Commissioners/ Directors at the Meeting
5 Februari 2021 February 5, 2021	Kantor Pusat Bank Aladin Syariah & Virtual Aladin Syariah & Virtual Bank Head Office	1. IPO *Update*; 2. *Update* Manajemen Risiko; 3. Update Kepatuhan; 4. Pembahasan *Annual Report*. 1. IPO Updates; 2. Risk Management Update; 3. Compliance Updates; 4. Discussion of the Annual Report.	• Ationo Teguh Basuki; • Fransisca Ekawati; • Hadi Sunaryo*; • Basuki Hidayat; • Mohammad Riza; • Baiq Nadea Dzurriatin.	-
23 Juni 2021 June 23, 2021	Kantor Pusat Bank Aladin Syariah & Virtual Aladin Syariah & Virtual Bank Head Office	1. Persetujuan dan pengesahan Revisi RBB (Rencana Bisnis Bank) Juni 2021: a. Garis besar perubahan RBB secara Neraca; b. Komparasi Laba Rugi RBB; c. Produk dan Aktivitas Baru. 1. Approval and ratification of the Revised RBB (Bank Business Plan) June 2021: a. Outline of changes in RBB on balance sheet; b. RBB Profit and Loss Comparison; c. New Products and Activities	• Ationo Teguh Basuki; • Fransisca Ekawati; • Basuki Hidayat; • Mohammad Riza; • Baiq Nadea Dzurriatin.	-
23 September 2021	Kantor Pusat Bank Aladin Syariah & Virtual Aladin Syariah & Virtual Bank Head Office	• *Finance & Strategy, Right Issue*, dan Penunjukan *Investment Banker*; • *Update* dari Human Capital; • *Update* dari Operasional; • *Update* dari IT; • *Update* dari *Compliance*; • *Update* dari Internal Audit • *Update* dari Bisnis. • Finance & Strategy, Right Issue, and Appointment of Investment Banker; • Updates from Human Capital; • Update of Operations; • Updates from IT; • Updates from Compliance; • Updates from Internal Audit • Updates from Business.	• Ationo Teguh Basuki; • Fransisca Ekawati; • Basuki Hidayat; • Mohammad Riza; • Baiq Nadea Dzurriatin.	-
22 November 2021	Kantor Pusat Bank Aladin Syariah & Virtual Aladin Syariah & Virtual Bank Head Office	1. Pembahasan RBB 2022; 2. Pembahasan terkait Human Capital. 1. Discussion on the 2022 RBB; 2. Discussion related to Human Capital.	• Ationo Teguh Basuki; • Fransisca Ekawati; • Basuki Hidayat; • Mohammad Riza; • Baiq Nadea Dzurriatin; • Dyota Mahottama Masudi**; • Firdila Sari**	-

*) Tidak lagi menjabat sejak 7 April 2021
**) Telah memperoleh persetujuan dan efektif dari OJK pada 11 November 2021
*) No longer serving as since April 7, 2021
**) Has not officially served until obtaining an effective statement from OJK

Rekapitulasi kehadiran anggota Dewan Komisaris dan Direksi pada Rapat Gabungan dapat dilihat di bawah ini.

A summary of the attendance of members of the Board of Commissioners and Board of Directors at the Joint Meeting can be seen below.

Rekapitulasi Kehadiran Dewan Komisaris dan Direksi pada Rapat Gabungan

Recapitulation of Attendance of the Board of Commissioners and Board of Directors at the Joint Meeting

Dewan Komisaris dan Direksi Board of Commissioners and Directors	**Jumlah Wajib Rapat** Term of Office	**Jumlah Kehadiran** Total Mandatory Meetings	**Persentase Kehadiran** Presence Percentage
Dewan Komisaris Board of Commissioners			
Ationo Teguh Basuki (Komisaris)/(Commissioner)	4	4	100%
Fransisca Ekawaty (Komisaris Independen)/(Independent Commissioner)	4	4	100%
Direksi Directors			
Dyota Marsudi (Presiden Direktur)**/(President Director)	1	1`	100%
Basuki Hidayat (Direktur Operasional)/(Director of Operations)	4	4	100%
Mohammad Riza (Direktur Bisnis)/(Director of Business)	4	4	100%
Firdila Sari (Direktur Digital Banking)**/(Director of Digital Banking)	1	1	100%
Baiq Nadea Dzurriatin (Direktur Kepatuhan)/(Director of Compliance)	4	4	100%
Rata-rata			**100%**

**) Telah memperoleh persetujuan dan efektif dari OJK pada 11 November 2021

RAPAT DIREKSI

Direksi menyelenggarakan rapat secara berkala sekurang-kurangnya 1 (satu) kali dalam sebulan yang menjadi bagian dari fungsi pengelolaan Perseroan. Merujuk Anggaran Dasar, Rapat Direksi adalah sah dan berhak mengambil keputusan yang mengikat apabila lebih dari ½ (satu per dua) dari jumlah anggota Direksi hadir atau diwakili dalam rapat. Keputusan Rapat Direksi harus diambil berdasarkan musyawarah untuk mufakat. Apabila tidak tercapai maka keputusan diambil dengan pemungutan suara berdasarkan suara setuju paling sedikit lebih dari ½ (satu per dua) dari jumlah suara yang sah yang dikeluarkan dalam rapat. Bilamana suara yang setuju dan yang tidak setuju berimbang maka ketua Rapat Direksi yang menentukan keputusan akhir. Setiap hasil Rapat Direksi senantiasa dituangkan dalam risalah rapat dan didokumentasikan dengan baik, termasuk pengungkapan *dissenting opinions* secara jelas.

Sepanjang tahun 2021, Direksi telah mengadakan 12 (dua belas) kali rapat. Ada pun risalah dan rekapitulasi kehadiran masing-masing anggota Direksi dalam rapat internal adalah sebagai berikut:

BOARD OF DIRECTORS MEETING

The Board of Directors holds regular meetings at least 1 (one) time a month which is part of the Bank's management function. Referring to the Articles of Association, the Board of Directors Meeting is valid and has the right to make binding decisions if more than (one half) of the total members of the Board of Directors are present or represented at the meeting. Decisions of the Board of Directors Meeting must be taken based on deliberation for consensus. If this is not achieved, the decision is taken by voting based on the affirmative vote of at least more than (one half) of the number of valid votes cast at the meeting. If the votes that agree and disagree are balanced, the chairman of the Board of Directors Meeting will determine the final decision. The results of each meeting of the Board of Directors are always stated in the minutes of the meeting and well documented, including the disclosure of dissenting opinions clearly.

Throughout 2021, the Board of Directors has held 12 (twelve) meetings. The minutes and recapitulation of the attendance of each member of the Board of Directors in internal meetings are as follows:

Risalah dan Kehadiran Direksi pada Rapat Internal

Minutes and Attendance of the Board of Directors at Internal Meetings

Tanggal Date	**Tempat** Place	**Agenda**	**Peserta** Participants	**Alasan Ketidakhadiran Direksi dalam Rapat** Reasons for Absence of the Board of Directors at the Meeting
27 Januari 2021 January 27, 2021	Kantor Pusat Bank Aladin Syariah & Virtual Aladin Syariah & Virtual Bank Head Office	• BOD *Update*; • Pembahasan Realisasi RBB; • Persetujuan Kebijakan *Risk Appetite* dan *Risk Tolerance*; • *Update* SKAI. • BOD Updates; • Discussion on the realization of the RBB; • Approval of Risk Appetite and Risk Tolerance Policy; • Update SKAI.	• Basuki Hidayat; • Mohammad Riza; • Baiq Nadea Dzurriatin.	-
15 Maret 2021 March 15, 2021	Kantor Pusat Bank Aladin Syariah & Virtual Aladin Syariah & Virtual Bank Head Office	• BOD *Update*; • Unit Kerja *Update*. • BOD Updates; • Update Work Unit.	• Basuki Hidayat; • Mohammad Riza; • Baiq Nadea Dzurriatin.	-
23 Maret 2021 March 23, 2021	Kantor Pusat Bank Aladin Syariah & Virtual Aladin Syariah & Virtual Bank Head Office	• BOD *Update*; • Unit Kerja *Update*. • BOD Updates; • Update Work Unit.	• Basuki Hidayat; • Mohammad Riza; • Baiq Nadea Dzurriatin.	-
26 April 2021 April 26, 2021	Kantor Pusat Bank Aladin Syariah & Virtual Aladin Syariah & Virtual Bank Head Office	• BOD *Update*; • Unit Kerja *Update*. • BOD Updates; • Update Work Unit.	• Basuki Hidayat; • Mohammad Riza; • Baiq Nadea Dzurriatin.	-
27 Mei 2021 May 27, 2021	Kantor Pusat Bank Aladin Syariah & Virtual Aladin Syariah & Virtual Bank Head Office	• Pembahasan Struktur Organisasi Bank • Discussion of the Bank's Organizational Structure	• Basuki Hidayat; • Mohammad Riza; • Baiq Nadea Dzurriatin.	-
24 Juni 2021 June 24, 2021	Kantor Pusat Bank Aladin Syariah & Virtual Aladin Syariah & Virtual Bank Head Office	• Persetujuan dan pengesahan Struktur Organisasi Bank; • *Update* terkait Standar Prosedur Rekrutmen/ Hiring dan Protokol Kesehatan COVID-19 dari Divisi Human Capital; • Persetujuan Revisi Rencana Pengembangan Teknologi Informasi (RPTI) 2021 dari Direktorat TI; • *Update* dari Divisi Internal Audit. • Approval and ratification of the Bank's Organizational Structure; • Updates regarding the Standard Recruitment/ Hiring Procedures and COVID-19 Health Protocols from the Human Capital Division; • Approval of the 2021 Information Technology Development Plan Revision (RPTI) from the IT Directorate; • Update from the Internal Audit Division.	• Basuki Hidayat; • Mohammad Riza; • Baiq Nadea Dzurriatin.	-
22 Juli 2021 July 22, 2021	Kantor Pusat Bank Aladin Syariah & Virtual Aladin Syariah & Virtual Bank Head Office	• *Update* terkait pelaksanaan RUPS Tahunan (CorSec); • Proposal *shared* KPI untuk Direksi (HC); • Laporan realisasi RBB Triwulan ke-2 (*Finance*); • Follow up permintaan Dewan Komisaris (CorSec); • Rencana Penyesuaian Peraturan Perusahaan (HC). • Updates regarding the implementation of the Annual GMS (CorSec); • Shared KPI proposals for the Board of Directors (HC); • Report on the realization of the 2nd Quarter RBB (Finance); • Follow up requests from the Board of Commissioners (CorSec); • Plan for Adjustment of Company Regulations (HC).	• Basuki Hidayat; • Mohammad Riza; • Baiq Nadea Dzurriatin.	-

Tanggal Date	**Tempat** Place	**Agenda**	**Peserta** Participants	**Alasan Ketidakhadiran Direksi dalam Rapat** Reasons for Absence of the Board of Directors at the Meeting
26 Agustus 2021 August 26, 2021	Kantor Pusat Bank Aladin Syariah & Virtual Aladin Syariah & Virtual Bank Head Office	• Pembahasan tanggapan atas *concern* Pengawas (OJK) mengenai penilaian aspek GCG untuk TKS Bank Aladin (*Compliance*); • Pembahasan tanggapan atas *concern* Pengawas (OJK) mengenai penilaian aspek Profil Risiko untuk TKS Bank Aladin (*Enterprise Risk*); • Pembahasan *Timeline Right Issue (Finance & Strategy / Corsec)*; • Pembahasan *Catering* Karyawan (Human Capital); • Pembahasan Penunjukan Vendor (Operasional). • Discussion of responses to the concerns of Supervisors (OJK) regarding the assessment of GCG aspects for TKS Bank Aladin (Compliance); • Discussion of responses to the concerns of the Supervisor (OJK) regarding the assessment of the Risk Profile aspect for Bank Aladin's TKS (Enterprise Risk); • Discussion of Timeline Right Issue (Finance & Strategy / Corsec); • Discussion on Employee Catering (Human Capital); • Vendor Appointment Discussion (Operational).	• Basuki Hidayat; • Mohammad Riza; • Baiq Nadea Dzurriatin.	-
23 September 2021 September 23, 2021	Kantor Pusat Bank Aladin Syariah & Virtual Aladin Syariah & Virtual Bank Head Office	• *Finance & Strategy, Right Issue*, dan Penunjukan *Investment Banker*; • *Update* dari Human Capital; • *Update* dari Operasional; • *Update* dari IT; • *Update* dari *Compliance*; • *Update* dari Internal Audit; • Update dari Bisnis • Finance & Strategy, Right Issue, and Appointment of Investment Banker; • Updates from Human Capital; • Update of Operations; • Updates from IT; • Updates from Compliance; • Updates from Internal Audit; • Updates from Business	• Basuki Hidayat; • Mohammad Riza; • Baiq Nadea Dzurriatin.	-
28 Oktober 2021 October 28, 2021	Kantor Pusat Bank Aladin Syariah & Virtual Aladin Syariah & Virtual Bank Head Office	BOD *Update* terkait Unit Kerja Sbb: • *Finance & Strategy*; • Human Capital; • IT; • *Compliance*; • *Operation*; • Treasury; • Internal Audit; • *Digital Banking*. BOD Update related to the following Work Units: • Finance & Strategy; • Human Capital; • IT; • Compliance; • Operation; • Treasury; • Internal Audit; • Digital Banking.	• Basuki Hidayat; • Mohammad Riza; • Baiq Nadea Dzurriatin	-
22 November 2021 November 22, 2021	Kantor Pusat Bank Aladin Syariah & Virtual Aladin Syariah & Virtual Bank Head Office	• Pembahasan RBB 2022; • Human Capital. • Discussion on the 2022 RBB; • Human Capital.	• Dyota Mahottama Marsudi; • Basuki Hidayat; • Mohammad Riza; • Firdila Sari; • Baiq Nadea Dzurriatin.	-

Tanggal Date	**Tempat** Place	**Agenda**	**Peserta** Participants	**Alasan Ketidakhadiran Direksi dalam Rapat** Reasons for Absence of the Board of Directors at the Meeting
23 Desember 2021 December 23, 2021	Kantor Pusat Bank Aladin Syariah & Virtual Aladin Syariah & Virtual Bank Head Office	BOD *Update* terkait Unit Kerja Sbb: • *Digital Bnaking;* • *Financing;* • *Human Capital;* • *Operations;* • IT; • *Compliance;* • *Finance & Strategy;* • Keputusan dan Penutup. BOD Update related to the following Work Units: • Digital Banking; • Financing; • Human Capital; • Operations; • IT; • Compliance; • Finance & Strategy; • Keputusan dan Penutup.	• Dyota Mahottama Marsudi; • Basuki Hidayat; • Mohammad Riza; • Firdila Sari; • Baiq Nadea Dzurriatin.	-

Rekapitulasi kehadiran anggota Direksi pada rapat internal dapat dilihat di bawah ini.

A summary of the attendance of members of the Board of Directors at internal meetings can be seen below.

Rekapitulasi Kehadiran Direksi pada Rapat Internal
Recapitulation of Attendance of the Board of Directors at Internal Meetings

Direksi Directors	**Jumlah Wajib Rapat** Term of Office	**Jumlah Kehadiran** Number of Mandatory Meetings	**Persentase Kehadiran** Number of Attendance
Dyota Marsudi* (Presiden Direktur) (President Director)	2	2	100%
Basuki Hidayat (Direktur Operasional) (Director of Operations)	12	12	100%
Mohammad Riza (Direktur Bisnis) (Director of Business)	12	12	100%
Firdila Sari* (Direktur Digital Banking) (Director of Digital Banking)	2	2	100%
Baiq Nadea Dzurriatin (Direktur Kepatuhan) (Director of Compliance)	12	12	100%
Rata-rata Average			**100%**

*) Telah memperoleh persetujuan dan efektif dari OJK pada 11 November 2021
*) Has obtained approval and is effective from OJK on November 11, 2021

Organ Pendukung Dewan Komisaris
Supporting Organs of The Board of Commissioners

Dewan Komisaris memiliki hak untuk membentuk organ pendukung di bawahnya yang dapat membantu pelaksanaan tugas dan tanggung jawabnya dalam mengawasi Perseroan. Organ pendukung Dewa Komisaris terdiri dari Komite Audit, Komite Pemantau Risiko, serta Komite Remunerasi dan Nominasi.

The Board of Commissioners has the right to establish supporting organs under it that can assist the implementation of its duties and responsibilities in supervising the Bank. The supporting organs of the Board of Commissioners consist of the Audit Committee, the Risk Monitoring Committee, and the Remuneration and Nomination Committee.

KOMITE AUDIT

Komite Audit Perseroan dibentuk oleh Dewan Komisaris dan menjalankan tugasnya sesuai dengan Peraturan Bank Indonesia No. 11/33/PBI/2009 tentang Pelaksanaan *Good Corporate Governance* bagi Bank Umum Syariah dan Unit Usaha Syariah dan POJK No. 21/POJK.04/2015 tentang Penerapan Pedoman Tata Kelola Perusahaan Terbuka serta POJK No. 55/POJK.04/2015 tentang Pembentukan dan Pedoman Pelaksanaan Kerja Komite Audit.

Dasar Hukum

Pembentukan Komite Audit didasarkan pada peraturan-peraturan sebagai berikut:

1. Undang-Undang No. 40 Tahun 2007 tentang Perseroan Terbatas.
2. Peraturan Bank Indonesia No. 11/33/PBI/2009 tanggal 7 Desember 2009 tentang Pelaksanaan *Good Corporate Governance* bagi Bank Umum Syariah dan Unit Usaha Syariah.
3. Surat Edaran Bank Indonesia No. 12/13/DPbS tanggal 30 April 2010 perihal Pelaksanaan *Good Corporate Governance* bagi Bank Umum Syariah dan Unit Usaha Syariah.
4. Peraturan Otoritas Jasa Keuangan No. 55/POJK.03/2016 Tentang Penerapan Tata Kelola Bagi Bank Umum.
5. Peraturan Otoritas Jasa Keuangan No. 55/POJK.04/2015 tanggal 29 Desember 2015 tentang Pembentukan dan Pedoman Pelaksanaan Kerja Komite Audit.
6. Anggaran Dasar Bank tentang tugas dan wewenang Dewan Komisaris.
7. Piagam Komite Audit (*Audit Committee Charter*).

Piagam Komite Audit

Dalam melaksanakan tugas dan tanggung jawabnya, Komite Audit telah memiliki pedoman kerja yang disusun berdasarkan peraturan dan perundang-undangan yang berlaku dan disahkan oleh Keputusan Dewan Komisaris No. SK.002.BOC/07.2021 tanggal 29 Juli 2021.

AUDIT COMMITTEE

The Bank's Audit Committee is established by the Board of Commissioners and carries out its duties in accordance with Bank Indonesia Regulation No. 11/33/PBI/2009 concerning the Implementation of Good Corporate Governance for Sharia Commercial Banks and Sharia Business Units and POJK No. 21/POJK.04/2015 concerning Implementation of Public Company Governance Guidelines and POJK No. 55/POJK.04/2015 concerning the Establishment and Guidelines for the Work Implementation of the Audit Committee.

Legal basis

The establishment of the Audit Committee is based on the following regulations:

1. Law No. 40 of 2007 concerning Limited Liability Companies.
2. 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.
3. Bank Indonesia Circular Letter No. 12/13/DPbS dated April 30, 2010 regarding the Implementation of Good Corporate Governance for Sharia Commercial Banks and Sharia Business Units.
4. Financial Services Authority Regulation No. 55/POJK.03/2016 concerning the Implementation of Good Corporate Governance for Commercial Banks.
5. Financial Services Authority Regulation No. 55/POJK.04/2015 dated December 29, 2015 concerning the Establishment and Guidelines for the Work Implementation of the Audit Committee.
6. The Bank's Articles of Association concerning the duties and authorities of the Board of Commissioners.
7. Audit Committee Charter.

Audit Committee Charter

In carrying out its duties and responsibilities, the Audit Committee has had a work guideline which was prepared based on the prevailing laws and regulations and was approved by the Decree of the Board of Commissioners No. SK.002.BOC/07.2021 dated July 29, 2021.

Piagam Komite Audit mengatur struktur dan keanggotaan, persyaratan keanggotaan, tugas dan tanggung jawab, wewenang, rapat, masa tugas, waktu kerja dan pelaporan. Piagam Komite Audit terakhir dikinikan pada tanggal 18 September 2020 dan akan diperbaharui sesuai dengan perkembangan regulasi yang berlaku serta kondisi terkini dari Bank.

Kriteria Komite Audit

Persyaratan keanggotaan Komite Audit yang berasal dari Komisaris Independen dan Pihak Independen sebagaimana diatur dalam Piagam Komite Audit antara lain adalah:

1. Anggota Komite Audit wajib memiliki integritas yang tinggi, kemampuan, pengetahuan, pengalaman sesuai dengan bidang pekerjaannya, serta mampu berkomunikasi dengan baik;
2. Wajib memahami laporan keuangan, bisnis Perseroan khususnya yang terkait dengan layanan jasa atau kegiatan usaha Perseroan, proses audit, manajemen risiko, dan peraturan perundang-undangan di bidang Pasar Modal serta peraturan perundang-undangan terkait lainnya;
3. Wajib mematuhi kode etik Komite Audit yang ditetapkan oleh Perseroan;
4. Bersedia meningkatkan kompetensi secara terus menerus melalui pendidikan dan pelatihan;
5. Wajib memiliki paling sedikit satu anggota yang berlatar belakang pendidikan dan keahlian di bidang akuntansi dan keuangan;
6. Bukan merupakan orang dalam Kantor Akuntan Publik, Kantor Konsultan Hukum, Kantor Jasa Penilai Publik atau pihak lain yang memberi jasa *assurance*, jasa *non-assurance*, jasa penilai dan/atau jasa konsultasi lain kepada Perseroan dalam waktu 6 (enam) bulan terakhir;
7. Bukan merupakan orang yang bekerja atau mempunyai wewenang dan tanggung jawab untuk merencanakan, memimpin, mengendalikan, atau mengawasi kegiatan Perseroan dalam waktu 6 (enam) bulan terakhir kecuali Komisaris Independen;
8. Tidak mempunyai saham langsung maupun tidak langsung pada Perseroan;
9. Dalam hal anggota Komite Audit memperoleh saham Perseroan baik langsung maupun tidak langsung akibat suatu peristiwa hukum, maka saham tersebut wajib dialihkan kepada pihak lain dalam jangka waktu paling lama 6 (enam) bulan setelah diperolehnya saham tersebut;
10. Tidak mempunyai hubungan Afiliasi dengan anggota Dewan Komisaris, anggota Direksi, atau Pemegang Saham Utama Perseroan; dan
11. Tidak mempunyai hubungan usaha baik langsung maupun tidak langsung yang berkaitan dengan kegiatan usaha Perseroan.

The Audit Committee Charter regulates the structure and membership, membership requirements, duties and responsibilities, authority, meetings, tenure, working hours and reporting. The Audit Committee Charter was last updated on September 18, 2020 and will be updated in accordance with the development of applicable regulations and the latest conditions from the Bank.

Audit Committee Criteria

The requirements for membership of the Audit Committee from Independent Commissioners and Independent Parties as stipulated in the Audit Committee Charter include:

1. Members of the Audit Committee must have high integrity, ability, knowledge, experience in accordance with their field of work, and be able to communicate well;
2. Must understand the financial statements, the Bank's business especially those related to the services or business activities of the Bank, the audit process, risk management, and the laws and regulations in the Capital Market sector as well as other relevant laws and regulations;
3. Must comply with the code of ethics of the Audit Committee set by the Bank;
4. Willing to improve competence continuously through education and training;
5. Must have at least one member with educational background and expertise in accounting and finance;
6. Not a person in a Public Accounting Firm, Legal Consulting Firm, Public Appraisal Service Office or other party providing assurance services, non-assurance services, appraisal services and/or other consulting services to the Bank within the last 6 (six) months;
7. Not a person who works or has the authority and responsibility to plan, lead, control, or supervise the activities of the Bank within the last 6 (six) months, except for the Independent Commissioner;
8. Does not own shares directly or indirectly in the Bank;
9. In the event that a member of the Audit Committee acquires shares of the Bank either directly or indirectly as a result of a legal event, then the shares must be transferred to another party within a maximum period of 6 (six) months after the acquisition of the shares;
10. Has no affiliation with members of the Board of Commissioners, members of the Board of Directors, or the Bank's Major Shareholders; and
11. Does not have a business relationship, either directly or indirectly, related to the Bank's business activities.

Ketentuan Masa Jabatan Komite Audit

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

Terms of Service of the Audit Committee

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

Jumlah, Komposisi, dan Susunan Komite Audit Tahun 2021

Sesuai Peraturan Bank Indonesia No. 11/33/PBI/2009 tentang Pelaksanaan *Good Corporate Governance* bagi Bank Umum Syariah dan Unit Usaha Syariah, Anggota Komite Audit paling kurang terdiri dari:

1. Seorang Komisaris Independen;
2. Seorang pihak independen yang memiliki keahlian di bidang akuntansi keuangan; dan
3. Seorang pihak independen yang memiliki keahlian di bidang perbankan syariah.
4. Anggota Komite Audit Perseroan di tahun 2021 berjumlah 3 (tiga) yang terdiri dari 1 (satu) Ketua dan 2 (dua) anggota.

Adapun komposisi dan susunan Komite Audit per 31 Desember 2021 adalah sebagai berikut:

Number, Composition, and Composition of the Audit Committee in 2021

According to Bank Indonesia Regulation No. 11/33/PBI/2009 concerning the Implementation of Good Corporate Governance for Sharia Commercial Banks and Sharia Business Units, the members of the Audit Committee shall at least consist of:

1. An Independent Commissioner;
2. An independent party with expertise in financial accounting; and
3. An independent party with expertise in Islamic banking.
4. There are 3 (three) members of the Bank's Audit Committee in 2021, consisting of 1 (one) Chairman and 2 (two) members.

The chronology of changes in the composition and composition of the Audit Committee throughout 2021 is as follows:

Susunan Komite Audit Bank per 31 Desember 2021
Chronology of the Composition of the Audit Committee in 2021

Nama Name	Jabatan Position	Dasar Pengangkatan Basis of Appointment
Fransisca Ekawaty	Ketua Komite Audit Chairman of the Audit Committee	Surat Penunjukan Komite Audit Perseroan No. 164/SK.BOC/NET/2020 tanggal 9 Juli 2020. Letter of Appointment of the Bank's Audit Committee No. 164/SK.BOC/NET/2020 dated 9 July 2020.
Andreas Danny Soesanto	Anggota Komite Komite Audit Member of the Audit Committee	Surat Penunjukan Komite Audit Perseroan No. 164/SK.BOC/NET/2020 tanggal 9 Juli 2020. Letter of Appointment of the Bank's Audit Committee No. 164/SK.BOC/NET/2020 dated 9 July 2020
Diana Jaffar	Anggota Komite Audit Member of the Audit Committee	Surat Penunjukan Komite Audit Perseroan No. M.001.RNC/07-021 tanggal 23 Juli 2021 Letter of Appointment of the Bank's Audit Committee No. M.001.RNC/07-021 July 23, 2021

Profil Komite Remunerasi dan Nominasi

Remuneration and Nomination Committee Profile

Fransisca Ekawaty
Ketua Komite Audit/Komisaris Independen
Chairman of the Audit Committee/Independent Commissioner

Profil Ketua Komite Audit Fransisca Ekawaty dapat dilihat bagian profil Dewan Komisaris pada bab Profil Perusahaan dalam Laporan Tahunan ini.
The profile of the Chairman of the Audit Committee, Fransisca Ekawaty, can be seen in the profile of the Board of Commissioners in the Company Profile chapter in this Annual Report.

Andreas Danny Soesanto
Anggota Komite Audit /Pihak Independen
Member of the Audit Committee / Independent Party
Periode Jabatan: 9 Juli 2020 – RUPS Tahun 2023, Periode Ke-1
Term of Office: July 9, 2020 – 2023 GMS, 1st Period

Data Pribadi/Personal data
Warga negara Indonesia
Usia 67 tahun
Indonesian citizens
67 years old

Domisili/Domicile
Indonesia

Pendidikan/Education
Sarjana Ekonomi Manajemen dari Universitas Kristen Djaja (1986)
Bachelor of Management Economics from Djaja Christian University (1986)

Pengalaman Kerja/Work experience
1. Komite Audit dan *Risk Management* di PT. Bank Index Selindo (2018 - Saat ini)
2. Direktur Operasional & Direktur Kepatuhan di PT. Bank Index Selindo (2008-2018)
3. Direktur Operasional & Kepala Divisi Operasional di PT. Bank Harmoni International (2001-2008)
4. Direktur Operasional di PT. Bank Patriot (2000-2001)
5. Tim Penyelesaian DPK di BPPN (1999-2000)
6. Kepala Divisi Operasional di PT Bank Metropolitan Raya (1997-1999)
7. Kepala Divisi Operasional di PT. Bank Harmoni International (1991-1997)
8. PT. Overseas Express Bank (1979-1991)
9. Customer Support di PT. Bank Perkembangan Pelayaran Indonesia (1975-1979)
1. Audit and Risk Management Committee at PT. Bank Index Selindo (2018 - Present)
2. Director of Operations & Director of Compliance at PT. Bank Index Selindo (2008-2018)
3. Director of Operations & Head of Operations Division at PT. Bank Harmoni International (2001-2008)
4. Director of Operations at PT. Patriot Bank (2000-2001)
5. TPF Settlement Team at IBRA (1999-2000)
6. Head of Operations Division at PT Bank Metropolitan Raya (1997-1999)
7. Head of Operations Division at PT. Bank Harmoni International (1991-1997)
8. PT. Overseas Express Bank (1979-1991)
9. Customer Support at PT. Indonesian Shipping Development Bank (1975-1979)

Diana Jaffar
Anggota Komite Audit
Audit Committee Member
Periode Jabatan: 1 Agustus 2021 - RUPS Tahun 2023, Periode Ke-1
Term of Office: August 1, 2021 - 2023 GMS, 1st Period

Data Pribadi/Personal data
Warga negara Indonesia
Indonesian citizens
Usia 42 tahun
42 years old

Domisili/Domicile
Indonesia

Pendidikan/Education
- Sarjana Akuntansi dan Keuangan (Accounting & Finance) dari University of Oregon (2000)
- Master of Accountancy dari University of Oregon (2001)
- Bachelor of Accounting and Finance (Accounting & Finance) from University of Oregon (2000)
- Master of Accountancy from the University of Oregon (2001)

Pengalaman Kerja/Work experience
1. Audit Partner - Richards & Associates, CPA, Yorba Linda, California, USA (2007-sekarang)
2. Risk and Portfolio Management – Card Business, Citibank N.A., Jakarta, Indonesia (2004-2007)
3. Staff Accountant di Quality Naturally Food, City of Industry, California, USA (2001-2004)
1. Audit Partner - Richards & Associates, CPA, Yorba Linda, California, USA (2007-present)
2. Risk and Portfolio Management – Card Business, Citibank N.A., Jakarta, Indonesia (2004-2007)
3. Staff Accountant at Quality Naturally Food, City of Industry, California, USA (2001-2004)

Independensi Komite Audit

Seluruh anggota Komite Audit yang berasal dari Pihak Independen tidak memiliki hubungan keuangan, kepengurusan, kepemilikan saham dan/atau hubungan keluarga dengan Dewan Komisaris, Direksi dan/atau Pemegang Saham Pengendali atau hubungan dengan Bank, yang dapat mempengaruhi kemampuannya bertindak independensi.

Independence of the Audit Committee

All members of the Audit Committee who come from Independent Parties do not have financial, management, share ownership and/or family relationships with the Board of Commissioners, Directors and/or Controlling Shareholders or relationship with the Bank, which may affect their ability to act independently.

Nama Name	Hubungan Keluarga dengan Family Relationship with			Hubungan Keuangan dengan Financial Relationship with			Hubungan Kepengurusan dengan Perusahaan Lain Management Relations with Other Companies
	Dewan Komisaris Board of Commissioners	Direksi Board of Directors	Pemegang Saham Shareholders	Dewan Komisaris Board of Commissioners	Direksi Board of Directors	Pemegang Saham Shareholders	
Fransisca Ekawaty	x	x	x	x	x	x	x
Andreas Danny Soesanto	x	x	x	x	x	x	x
Diana Jaffar	x	x	x	x	x	x	x

Tugas dan Tanggung Jawab Komite Audit

Dalam menjalankan fungsinya, Komite Audit memiliki tugas dan tanggung jawab antara lain sebagai berikut: Komite Audit melakukan pemantauan dan evaluasi atas perencanaan dan pelaksanaan audit internal maupun eksternal serta pemantauan atas tindak lanjut hasil audit dalam rangka menilai kecukupan pengendalian intern termasuk kecukupan proses pelaporan keuangan paling sedikit terhadap:

1. Pelaksanaan tugas Satuan Kerja Audit Intern (SKAI).
2. Kesesuaian pelaksanaan audit ekstern oleh Kantor Akuntan Publik dengan standar audit yang berlaku, sekurang-kurangnya Komite menjalankan hal-hal sebagai berikut:
   a. Mengevaluasi kriteria Akuntan Publik dan Kantor Akuntan Publik yang akan ditunjuk untuk melakukan pemeriksaan'
   b. Mengevaluasi cakupan audit dan hal-hal lain terkait dengan perencanaan audit laporan keuangan;
   c. Mengevaluasi kesesuaian pelaksanaan audit oleh Akuntan Publik dan Kantor Akuntan Publik dengan standar audit yang berlaku, kecukupan waktu pekerjaan lapangan, pengkajian cakupan jasa yang diberikan dan kecukupan uji petik serta rekomendasi perbaikan yang diberikan oleh AP dan/atau KAP;
   d. Melakukan penelaahan atas informasi keuangan yang akan dikeluarkan Perseroan kepada publik dan/atau pihak otoritas antara lain laporan keuangan, proyeksi, dan laporan lainnya terkait dengan informasi keuangan Perseroan;
   e. Melakukan penelaahan atas ketaatan terhadap peraturan perundang-undangan yang berhubungan dengan kegiatan Perseroan;

Duties and Responsibilities of the Audit Committee

In carrying out its functions, the Audit Committee has the following duties and responsibilities: The Audit Committee monitors and evaluates the planning and implementation of internal and external audits as well as monitoring the follow-up to audit results in order to assess the adequacy of internal control including the adequacy of the financial reporting process at least to:

1. Implementation of the duties of the Internal Audit Unit (SKAI).
2. Conformity of the implementation of the external audit by the Public Accounting Firm with applicable audit standards, at least the Committee carries out the following matters:
   a. Evaluating the criteria for the Public Accountant and the Public Accounting Firm to be appointed to conduct the examination'
   b. Evaluating the scope of the audit and other matters related to planning the audit of the financial statements;
   c. Evaluating the suitability of the audit implementation by Public Accountants and Public Accounting Firms with applicable audit standards, adequacy of field work time, assessment of the scope of services provided and the adequacy of picking tests and recommendations for improvement provided by AP and/or KAP;
   d. Reviewing the financial information to be issued by the Bank to the public and/or authorities, including financial reports, projections, and other reports related to the Bank's financial information;
   e. Reviewing compliance with laws and regulations related to Bank activities;

f. Memberikan pendapat independen dalam hal terjadi perbedaan pendapat antara manajemen dan Akuntan atas jasa yang diberikannya;
g. Memberikan rekomendasi kepada Dewan Komisaris mengenai penunjukan Akuntan yang didasarkan pada independensi, ruang lingkup penugasan, dan *fee*;
h. Melakukan penelaahan atas pelaksanaan pemeriksaan oleh auditor internal dan mengawasi pelaksanaan tindak lanjut oleh Direksi atas temuan auditor internal;
i. Memberikan rekomendasi kepada Dewan Komisaris mengenai penunjukan pihak eksternal independen untuk melakukan kajian ulang terhadap kinerja Unit Audit Internal;
j. Melakukan penelaahan terhadap aktivitas pelaksanaan manajemen risiko yang dilakukan oleh Direksi, jika Perseroan tidak memiliki fungsi pemantau risiko di bawah Dewan Komisaris;
k. Menelaah pengaduan yang berkaitan dengan proses akuntansi dan pelaporan keuangan Perseroan;
l. Menelaah dan memberikan saran kepada Dewan Komisaris terkait dengan adanya potensi benturan kepentingan; dan
m. Menjaga kerahasiaan dokumen, data dan informasi Perseroan.

f. Provide an independent opinion in the event of a difference of opinion between the management and the Accountant on the services provided;
g. Provide recommendations to the Board of Commissioners regarding the appointment of an Accountant based on independence, scope of assignment, and fees;
h. Reviewing the implementation of the audit by the internal auditor and supervising the implementation of follow-up by the Board of Directors on the findings of the internal auditor;
i. Provide recommendations to the Board of Commissioners regarding the appointment of an independent external party to review the performance of the Internal Audit Unit;
j. Reviewing the risk management implementation activities carried out by the Board of Directors, if the Bank does not have a risk monitoring function under the Board of Commissioners;
k. Reviewing complaints related to the Bank's accounting and financial reporting processes;
l. Reviewing and providing advice to the Board of Commissioners regarding potential conflicts of interest; and
m. Maintain the confidentiality of Bank documents, data and information.

Wewenang Komite Audit

Dalam melaksanakan tugasnya Komite Audit mempunyai wewenang sebagai berikut:

1. Mengakses dokumen, data dan informasi tentang karyawan, dana, aset, dan sumber daya Perseroan yang diperlukan;
2. Berkomunikasi langsung dengan karyawan, termasuk Direksi dan pihak yang menjalankan fungsi audit internal, manajemen risiko, dan Akuntan terkait tugas dan tanggung jawab Komite Audit;
3. Melibatkan pihak independen di luar anggota Komite Audit yang diperlukan untuk membantu pelaksanaan tugasnya (jika diperlukan); dan
4. Melakukan kewenangan lain yang diberikan oleh Dewan Komisaris;
5. Memberikan rekomendasi penunjukkan maupun pemberhentian Akuntan Publik (AP) dan Kantor Akuntan Publik (KAP) yang melakukan audit atas laporan keuangan Bank.

Authority of the Audit Committee

In carrying out its duties, the Audit Committee has the following authorities:

1. Access the necessary documents, data and information about the Bank's employees, funds, assets, and resources;
2. Communicating directly with employees, including the Board of Directors and those who carry out the functions of internal audit, risk management, and accountants regarding the duties and responsibilities of the Audit Committee;
3. Involve independent parties other than members of the Audit Committee as needed to assist in carrying out their duties (if needed); and
4. Perform other authorities given by the Board of Commissioners;
5. Provide recommendations for the appointment or dismissal of Public Accountants (AP) and Public Accounting Firms (KAP) that audit the Bank's financial statements.

Rapat Komite Audit

Komite Audit melakukan rapat secara periodik sekurang-kurangnya 1 (satu) kali setiap 3 (tiga) bulan dengan ketentuan kuorum kehadiran minimal 51% dari seluruh anggota Komite Audit. Setiap keputusan rapat diambil berdasarkan musyawarah untuk mufakat. Dalam hal terdapat suara yang berimbang, keputusan akhir diambil berdasarkan suara terbanyak.

Audit Committee Meeting

The Audit Committee meets periodically at least 1 (one) time every 3 (three) months with a minimum attendance quorum of 51% of all members of the Audit Committee. Every meeting decision is taken based on deliberation for consensus. In the event that there are even votes, the final decision is made based on the majority of votes.

Selama tahun 2021 Komite Audit telah mengadakan rapat sebanyak 7 (tujuh) kali dengan risalah dan rekapitulasi kehadiran rapat sebagai berikut:

During 2021 the Audit Committee held 7 (seven) meetings with the minutes and recapitulation of meeting attendance as follows:

Risalah dan Kehadiran Rapat Komite Audit
Minutes and Attendance of Audit Committee Meetings

Tanggal Date	**Tempat** Place	**Agenda**	**Peserta** Participants	**Alasan Ketidakhadiran Komite Audit dalam Rapat** Reasons for Absence of the Audit Committee at the Meeting
8 Januari 2021 January 8, 2021	Bank Aladin Syariah	Penyusunan & Persetujuan *Audit Plan* Tahun 2021 Preparation & Approval of the 2021 Audit Plan	Komite Audit dan SKAI Audit Committee and SKAI	-
26 Februari 2021 February 26, 2021	Bank Aladin Syariah	1. Tindak Lanjut Pokok-Pokok Temuan Audit Review Matrix User Akses Dan Relokasi Kantor Pusat. 2. *Monitoring* Tindak Lanjut Temuan Internal Audit. 3. Proses *Audit On Progress*. 1. Follow-up on Main Audit Findings Review Matrix User Access and Relocation of Head Office. 2. Follow-up Monitoring of Internal Audit Findings. 3. On Progress Audit Process.	Komite Audit, Komisaris, Direksi dan SKAI Audit Committee, Commissioners, Directors and SKAI	-
30 Maret 2021 March 30, 2021	Bank Aladin Syariah	Pembahasan *draft* temuan audit Laporan Keuangan 31 Desember 2020 dari KAP BDO. Discussion of the draft audit findings of the 31 December 2020 Financial Statements from KAP BDO.	Kantor Akuntan Publik (KAP), Komite Audit dan SKAI Public Accounting Firm (KAP), Audit Committee and SKAI	-
08 April 2021 April 8, 2021	Bank Aladin Syariah	1. Tindak Lanjut Rapat Dengan KAP BDO di Tanggal 30 Maret 2021. 2. *Subsequent Event* Laporan Keuangan tahun 2020. 1. Follow-up Meeting with KAP BDO on March 30, 2021. 2. Subsequent Event Financial Report 2020.	Komite Audit, Komisaris, Direksi dan SKAI Audit Committee, Commissioners, Directors and SKAI	-
04 Juni 2021 June 4, 2021	Bank Aladin Syariah	1. Konfirmasi Risalah Komite Audit tanggal 8 April 2021. 2. Hasil Evaluasi Komite Audit Atas Kinerja KAP BDO atas Kinerja Audit Laporan Keuangan 2020. 1. Follow-up Meeting with KAP BDO on March 30, 2021. 2. Subsequent Event Financial Report 2020.	Komite Audit, Komisaris, Direksi dan SKAI Audit Committee, Commissioners, Directors and SKAI	-

Tanggal Date	**Tempat** Place	**Agenda**	**Peserta** Participants	**Alasan Ketidakhadiran Komite Audit dalam Rapat** Reasons for Absence of the Audit Committee at the Meeting
09 Agustus 2021 August 9, 2021	Bank Aladin Syariah	Pemaparan hasil audit *Review* SKAI Periode 2018-2020 Oleh KAP Paul Hadiwinata, Hidajat, & Rekan Presentation of the audit results of the 2018-2020 SKAI Review Period by KAP Paul Hadiwinata, Hidajat, & Partners. Rekan.	Komite Audit, Komisaris dan SKAI Audit Committee, Commissioners and SKAI	-
12 November 2021 November 12, 2021	Bank Aladin Syariah	1. *Monitoring* Tindak Lanjut Temuan Internal Audit. 2. *Reminder* Tindak Lanjut Penunjukan KAP Laporan Keuangan tahun 2021. 3. Realisasi *Audit Plan* 2021 & Persetujuan Perubahan *Audit Plan* 2021. 4. Proses Audit *On Progress*. 1. Monitoring the Follow-up to Internal Audit Findings. 2. Reminder for the follow-up to the appointment of KAP for the 2021 Financial Statements. 3. Realization of Audit Plan 2021 & Approval of Changes to Audit Plan 2021. 4. On Progress Audit Process.	Komite Audit, Komisaris, Direksi dan SKAI Audit Committee, Commissioners, Directors and SKAI	-

Rekapitulasi Kehadiran Komite Komite Audit pada Rapat
Recapitulation of Attendance of the Audit Committee at the Meeting

Komite Audit Audit Committee	**Jumlah Wajib Rapat** Number of Mandatory Meetings	**Jumlah Kehadiran** Number of Attendance	**Persentase Kehadiran** Percentage of Attendance
Fransisca Ekawati (Ketua/Komisaris Independen) Fransisca Ekawati (Chairman/Independent Commissioner)	7	7	100%
Hadi Sunaryo (Anggota/Komisaris Independen)* Hadi Sunaryo (Member/Independent Commissioner)*	3	2	67%
Reynold M. Batubara (Anggota)** Reynold M. Coal (Member)**	5	5	100%
Andreas Danny Soesanto (Anggota) Andreas Danny Soesanto (Member)	7	7	100%
Diana Jaffar (Anggota) *** Diana Jaffar (Member) ***	2	2	100%
Rata-rata Average			**92%**

*) Tidak lagi menjabat sebagai anggota Komite efektif sejak 7 April 2021
**) Tidak lagi menjabat sebagai anggota Komite efektif sejak 15 Juli 2021
***) Menjabat sejak 1 Agustus 2021
*) No longer serving as a member of the Committee effective April 7, 2021
**) No longer serving as a member of the Committee effective as of July 15, 2021
***) Serving since August 1, 2021

Program Peningkatan Kompetensi Komite Audit

Perseroan memiliki kebijakan terkait pengembangan kompetensi dalam upaya meningkatkan kemampuan, keahlian dan keterampilan untuk melakukan tugas dan tanggung jawab sebagai Komite Audit. Tentang kegiatan peningkatan kompetensi yang diikuti Komite Audit di sepanjang tahun 2021 dapat dilihat pada bab Profil Perseroan dalam laporan tahunan ini.

Pelaksanaan Tugas Komite Audit

Pada tahun 2021, Komite Audit telah merealisasikan kegiatan yang berkaitan dengan tugas dan fungsinya, yaitu:

1. *Review* Efektivitas Sistem Pengendalian Internal Bank
   Sebagai perangkat kerja Dewan Komisaris maka Komite Audit secara rutin melakukan *review* dan pengawasan terhadap rancangan dan implementasi Sistem Pengendalian Internal Bank, melalui penelaahan terhadap komponen Pengendalian Internal dan Laporan Hasil Audit yang dilakukan oleh fungsi Internal Audit. Hasil review dimaksud dipergunakan sebagai masukan kepada Dewan Komisaris untuk memberikan pengarahan kepada manajemen dalam menyusun dan mengimplementasikan sistem pengendalian internal, maupun melaksanakan operasional Bank.
2. *Review* Aktivitas Fungsi Internal Audit
   Review terhadap aktivitas fungsi Internal Audit dimaksudkan sebagai proses penilaian atas peran dan pelaksanaan fungsi Audit Internal dalam mengevaluasi terhadap rancangan dan implementasi system pengendalian internal, manajemen risiko dan proses tata kelola.

   Perencanaan Audit Tahunan di-*review* oleh Komite Audit dan Laporan Hasil Audit oleh fungsi Internal Audit secara rutin dikomunikasikan dalam rapat rutin kepada Komite Audit. Pada tahun 2021, sejalan dengan aksi korporasi perusahaan terdapat perubahan struktur organisasi, rencana stratejik dan operasional Bank, maka selama tahun 2021, SKAI melakukan aktivitasnya sesuai dengan Standar Profesional Audit Intern dan berbasis risiko yang mencakup atas 6 (enam) Department/Unit/Area audit dalam Audit Reguler, 4 (empat) diantaranya telah terlaksana dengan baik dan dilaporkan kepada Direktur utama serta tembusan Dewan Komisaris, Komite Audit dan Direktur Kepatuhan sebagaimana sesuai dengan POJK No.1/POJK.03/2019 Tentang Penerapan Fungsi Audit Internal Pada Bank Umum. Sedangkan 2 (dua) Department/Unit/Area audit belum dapat direalisasikan dan dijadwalkan ulang dikarenakan masih dalam proses pengembangan Bank.

   Seluruh aktivitas yang telah terlaksana pada tahun 2021, telah disampaikan beberapa rekomendasi yang disampaikan untuk peningkatan pengendalian internal Bank diantaranya:
   a. Pemberian rekomendasi dan Persetujuan Audit Plan 2021 kepada Dewan Komisaris Tahun 2021.

Audit Committee Competency Improvement Program

The Bank has a policy related to competency development in an effort to improve the ability, expertise and skills to carry out the duties and responsibilities of the Audit Committee. Regarding competency improvement activities participated in by the Audit Committee throughout 2021, see the Bank Profile chapter in this annual report.

Implementation of the Duties of the Audit Committee

In 2021, the Audit Committee has realized activities related to its duties and functions, namely:

1. Review of the Effectiveness of the Bank's Internal Control System
   As a working instrument for the Board of Commissioners, the Audit Committee regularly reviews and supervises the design and implementation of the Bank's Internal Control System, through a review of the Internal Control component and the Audit Result Report conducted by the Internal Audit function. The results of this review are used as input to the Board of Commissioners to provide direction to management in developing and implementing the internal control system, as well as implementing the Bank's operations.
2. Review of Internal Audit Function Activities
   The review of the activities of the Internal Audit function is intended as a process of assessing the role and implementation of the Internal Audit function in evaluating the design and implementation of the internal control system, risk management and governance processes.

   The Annual Audit Planning is reviewed by the Audit Committee and the Audit Result Report by the Internal Audit function is routinely communicated in regular meetings to the Audit Committee. In 2021, in line with the company's corporate actions, there are changes in the organizational structure, strategic plans and operations of the Bank, so during 2021, SKAI will carry out its activities in accordance with the Internal Audit Professional Standards and is risk-based which includes 6 (six) Departments/Unit/Area audits. In the Regular Audit, 4 (four) of them have been carried out properly and reported to the President Director and a copy to the Board of Commissioners, Audit Committee and Compliance Director as in accordance with POJK No.1/POJK.03/2019 concerning the Implementation of the Internal Audit Function in Commercial Banks. Meanwhile, 2 (two) Department/Unit/Area audits have not been realized and have been rescheduled because they are still in the process of developing the Bank.

   For all activities that have been carried out in 2021, several recommendations have been submitted to improve the Bank's internal control including:

   a. Providing recommendations and approval for the 2021 Audit Plan to the Board of Commissioners for 2021.

b. Kelemahan yang dijumpai dari hasil audit agar segera disampaikan kepada pihak manajemen untuk segera dilakukan tindak lanjutnya.
c. Tindak lanjut hasil audit agar selalu dimonitor pelaksanaannya sehingga memberikan nilai tambah bagi pencapaian tujuan Bank.
d. Pemberian rekomendasi kepada Dewan Komisaris terhadap proses Penunjukan KAP untuk Audit Laporan Keuangan Tahun 2021.
e. Pemberian rekomendasi kepada Dewan Komisaris terhadap proses penunjukkan KAP untuk melaksanakan *review* SKAI Periode 2018-2020.
f. Pemaparan hasil audit *Review* SKAI Periode 2018-2020 Oleh KAP Paul Hadiwinata, Hidajat & Rekan.

3. Pengawasan terhadap Pelaksanaan Audit Eksternal
Komite Audit melakukan pengawasan terhadap Pelaksanaan Audit Eksternal, melalui evaluasi terhadap proses pemilihan Kantor Akuntan Publik yang akan ditugaskan untuk melakukan audit laporan keuangan tahunan, mengawasi dan me*review* pelaksanaan auditnya dan me*review* hasil audit laporan keuangan. Laporan keuangan Bank untuk tahun yang berakhir 31 Desember 2021 telah diaudit oleh Kantor Akuntan Publik Purwantono, Sungkoro & Surja.
4. *Review* Penyajian Laporan Keuangan Publikasi
Komite Audit secara periodik melakukan *review* terhadap laporan keuangan triwulanan sebelum dilakukan publikasi. Pelaksanaan *review* tersebut dimaksudkan untuk menilai kewajaran *figure* yang disajikan.
5. Realisasi Rapat Komite Audit selama tahun 2021
Pelaksanaan Rapat Komite Audit selama tahun 2021 adalah sebanyak 7 (tujuh) kali dengan materi pembahasan yang dapat dilihat pada pembahasan rapat Komite Audit di Laporan Tahunan ini.

KOMITE PEMANTAU RISIKO

Merujuk pada Peraturan Bank Indonesia (PBI) No. 11/33/PBI/2009 tanggal 7 Desember 2009 tentang Pelaksanaan *Good Corporate Governance* Bagi Bank Umum Syariah dan Unit Usaha Syariah, Dewan Komisaris Perseroan telah membentuk Komite Pemantau Risiko dalam rangka mendukung efektivitas pelaksanaan tugas dan tanggung jawabnya khususnya pada hal-hal yang berkaitan dengan pelaksanaan kebijakan manajemen risiko.

Piagam Komite Pemantau Risiko

Dalam melaksanakan tugas dan tanggung jawabnya, Komite Pemantau Risiko telah memiliki pedoman kerja yang disusun berdasarkan peraturan dan perundang-undangan yang berlaku dan disahkan oleh Keputusan Dewan Komisaris No. SK.001.BOC/10.2021 tanggal 1 Oktober 2021.

b. Weaknesses found from the audit results must be immediately submitted to the management for immediate follow-up.
c. Follow up audit results so that implementation is always monitored so as to provide added value for achieving the Bank's objectives.
d. Providing recommendations to the Board of Commissioners on the process of Appointment of KAP for the 2021 Financial Statement Audit.
e. Providing recommendations to the Board of Commissioners on the process of appointing KAP to carry out the 2018-2020 SKAI review.
f. Presentation of the audit results of the 2018-2020 SKAI Review Period by KAP Paul Hadiwinata, Hidajat & Partners.

3. Supervision of the Implementation of External Audit
The Audit Committee supervises the Implementation of the External Audit, through an evaluation of the process of selecting a Public Accounting Firm to be assigned to audit the annual financial statements, overseeing and reviewing the implementation of the audit and reviewing the results of the audit of the financial statements.

4. Review of Published Financial Report Presentation
The Audit Committee periodically reviews the quarterly financial statements prior to publication. The purpose of the review is to assess the fairness of the figures presented.
5. Realization of Audit Committee Meetings during 2021
The Audit Committee Meetings during 2021 were 7 (seven) times with discussion material that can be seen in the discussion of the Audit Committee meetings in this Annual Report.

RISK MONITORING COMMITTEE

Referring to Bank Indonesia Regulation (PBI) No. 11/33/PBI/2009 dated December 7, 2009 regarding the Implementation of Good Corporate Governance for Sharia Commercial Banks and Sharia Business Units, the Bank's Board of Commissioners has established a Risk Monitoring Committee in order to support the effectiveness of the implementation of its duties and responsibilities, especially in matters relating to implementation of risk management policies.

Risk Monitoring Committee Charter

In carrying out its duties and responsibilities, the Risk Monitoring Committee has a work guideline that is prepared based on the prevailing laws and regulations and ratified by the Decree of the Board of Commissioners No. SK.001.BOC/10.2021 dated October 1, 2021.

Piagam Komite Pemantau Risiko mengatur tentang landasan pembentukan dan pelaksanaan tugas, maksud dan tujuan, struktur dan persyaratan keanggotaan, tugas, wewenang, hak dan kewajiban, rapat, serta masa tugas anggota.

Kriteria Komite Pemantau Risiko

1. Anggota Komite Pemantau Risiko paling kurang terdiri dari:
   a. Seorang Komisaris Independen.
   b. Seorang Pihak Independen yang memiliki keahlian di bidang keuangan.
   c. Seorang Pihak Independen yang memiliki keahlian di bidang manajemen risiko.
2. Mayoritas anggota Dewan Komisaris yang menjadi anggota Komite Pemantau Risiko harus merupakan Komisaris Independen.
3. Anggota yang berasal dari Pihak Independen wajib direkomendasikan oleh Komite Nominasi dan Remunerasi.
4. Ketua Komite Pemantau Risiko adalah seorang Komisaris Independen merangkap sebagai anggota.
5. Anggota Komite Pemantau Risiko memiliki integritas dan reputasi keuangan yang baik.
6. Mantan anggota Direksi Perseroan tidak dapat menjadi Pihak Independen pada Perseroan sebelum menjalani masa tunggu (*cooling off*) paling kurang selama 6 (enam) bulan.
7. Komite Pemantau Risiko bekerja secara kolektif dalam melaksanakan tugasnya membantu Dewan Komisaris.

Ketentuan Masa Jabatan Komite Pemantau Risiko

1. Masa tugas anggota Komite Pemantau Risiko yang merupakan anggota Dewan Komisaris adalah sama dengan masa penunjukannya sebagai anggota Dewan Komisaris yang ditetapkan oleh Rapat Umum Pemegang Saham.
2. Anggota Komite Pemantau Risiko yang merupakan anggota Dewan Komisaris berhenti dengan sendirinya apabila masa jabatannya sebagai anggota Dewan Komisaris berakhir.
3. Penggantian anggota Komite Pemantau Risiko yang bukan berasal dari anggota Dewan Komisaris dilakukan paling lambat 60 (enam puluh) hari sejak anggota Komite Pemantau Risiko dimaksud tidak dapat lagi melaksanakan fungsinya.

Jumlah, Komposisi, dan Susunan Komite Pemantau Risiko Tahun 2021

Anggota Komite Pemantau Risiko Bank di tahun 2021 berjumlah 3 (tiga) yang terdiri dari 1 (satu) Ketua dan 2 (dua) anggota. Adapun komposisi dan susunan Komite Pemantau Risiko per 31 Desember 2021 adalah sebagai berikut:

The Risk Oversight Committee Charter stipulates the basis for the establishment and implementation of duties, purposes and objectives, membership structure and requirements, duties, authorities, rights and obligations, meetings, and the term of office of members.

Risk Monitoring Committee Criteria

1. Members of the Risk Monitoring Committee shall at least consist of:
   a. An Independent Commissioner.
   b. An Independent Party with expertise in finance.
   c. An Independent Party with expertise in risk management.
2. The majority of members of the Board of Commissioners who are members of the Risk Monitoring Committee must be Independent Commissioners.
3. Members from Independent Parties must be recommended by the Nomination and Remuneration Committee.
4. The Chairman of the Risk Monitoring Committee is an Independent Commissioner who also serves as a member.
5. Members of the Risk Monitoring Committee have good financial integrity and reputation.
6. Former members of the Bank's Board of Directors cannot become an Independent Party to the Bank before undergoing a cooling off period of at least 6 (six) months.
7. The Risk Monitoring Committee works collectively in carrying out its duties to assist the Board of Commissioners.

Terms of Service of the Risk Monitoring Committee

1. The term of office of members of the Risk Monitoring Committee who are members of the Board of Commissioners is the same as the term of appointment as members of the Board of Commissioners determined by the General Meeting of Shareholders.
2. Members of the Risk Monitoring Committee who are members of the Board of Commissioners automatically terminate when their term of office as a member of the Board of Commissioners ends.
3. The replacement of members of the Risk Monitoring Committee who are not members of the Board of Commissioners is carried out no later than 60 (sixty) days after the said member of the Risk Monitoring Committee can no longer carry out their functions.

Number, Composition, and Composition of the Risk Monitoring Committee in 2021

There are 3 (three) members of the Bank Risk Monitoring Committee in 2021, consisting of 1 (one) Chairman and 2 (two) members. The chronology of changes in the composition and composition of the Risk Monitoring Committee throughout 2021 is as follows:

Susunan Komite Pemantau Risiko Bank per 31 Desember 2021
Bank Risk Monitoring Committee Composition as of December 31, 2021

Nama Name	Jabatan Position	Dasar Pengangkatan Basis of Appointment
Fransisca Ekawaty	Anggota/merangkap Ketua Komite Pemantau Risiko Member/concurrently Chairman of the Risk Monitoring Committee	Surat Keputusan Dewan Komisaris No. SK.002. BOD/04.2021 tanggal 7 April 2021 Decree of the Board of Commissioners No. SK.002. BOD/04.2021 April 7, 2021
Andreas Danny Soesanto	Anggota Komite Pemantau Risiko/Pihak Independen Member of Risk Monitoring Committee/ Independent Party	Surat Keputusan Dewan Komisaris No. SK.001. BOD/07.2020 tanggal 1 Juli 2020 Decree of the Board of Commissioners No. SK.001. BOD/07.2020 July 1, 2020
Diana Djaffar	Anggota Komite Pemantau Risiko/ Pihak Independen Member of Risk Monitoring Committee/ Independent Party	Surat Keputusan Dewan Komisaris No. SK.002. BOD/07.2021 tanggal 26 Juli 2021 Decree of the Board of Commissioners No. SK.002. BOD/07.2021 dated 26 July 2021

Profil Komite Pemantau Risiko / Risk Monitoring Committee Profile

Fransisca Ekawaty
Anggota Komite Pemantau Risiko /Komisaris Independen
Member of the Risk Monitoring Committee / Independent Commissioner

Profil Anggota Komite Pemantau Risiko Fransisca Ekawaty dapat dilihat bagian profil Dewan Komisaris pada bab Profil Perusahaan dalam Laporan Tahunan ini
The Profile of the Risk Monitoring Committee Member Fransisca Ekawaty can be seen in the profile section of the Board of Commissioners in the Company Profile chapter in this Annual Report.

Andreas Danny Soesanto
Anggota Komite Audit /Pihak Independen
Periode Jabatan: 9 Juli 2020 – RUPS Tahun 2023, Periode Ke-1

Andreas Danny Soesanto
Member of the Audit Committee / Independent Party
Term of Office: July 9, 2020 – 2023 GMS, 1st Period

Data Pribadi
Warga negara Indonesia
Usia 67 tahun

Domisili
Indonesia

Pendidikan
Sarjana Ekonomi Manajemen dari Universitas Kristen Djaja (1986)

Pengalaman Kerja
1. Komite Audit dan *Risk Management* di PT. Bank Index Selindo (2018 - Saat ini)
2. Direktur Operasional & Direktur Kepatuhan di PT. Bank Index Selindo (2008-2018)
3. Direktur Operasional & Kepala Divisi Operasional di PT. Bank Harmoni International (2001-2008)
4. Direktur Operasional di PT. Bank Patriot (2000-2001)
5. Tim Penyelesaian DPK di BPPN (1999-2000)
6. Kepala Divisi Operasional di PT Bank Metropolitan Raya (1997-1999)
7. Kepala Divisi Operasional di PT. Bank Harmoni International (1991-1997)
8. PT. Overseas Express Bank (1979-1991)
9. Customer Support di PT. Bank Perkembangan Pelayaran Indonesia (1975-1979)

Personal data
Indonesian citizens
67 years old

Domicile
DKI Jakarta, Indonesia

Education
Bachelor of Management Economics from Djaja Christian University (1986)

Work experience
1. Audit and Risk Management Committee at PT. Bank Index Selindo (2018 - Present)
2. Director of Operations & Director of Compliance at PT. Bank Index Selindo (2008-2018)
3. Director of Operations & Head of Operations Division at PT. Bank Harmoni International (2001-2008)
4. Director of Operations at PT. Patriot Bank (2000-2001)
5. TPF Settlement Team at IBRA (1999-2000)
6. Head of Operations Division at PT Bank Metropolitan Raya (1997-1999)
7. Head of Operations Division at PT. Bank Harmoni International (1991-1997)
8. PT. Overseas Express Bank (1979-1991)
9. Customer Support at PT. Indonesian Shipping Development Bank (1975-1979)

Diana Jaffar **Anggota Komite Audit** **Periode Jabatan: 1 Agustus 2021 - RUPS Tahun 2023, Periode Ke-1**	**Diana Jaffar** Audit Committee Member Term of Office: 1 August 2021 - 2023 GMS, 1st Period
Data Pribadi Warga negara Indonesia Usia 42 tahun	**Personal data** Indonesian citizens 42 years old
Domisili Indonesia	**Domicile** DKI Jakarta, Indonesia
Pendidikan Sarjana Akuntansi dan Keuangan (Accounting & Finance) dari University of Oregon (2000) Master of Accountancy dari University of Oregon (2001)	**Education** Bachelor of Accounting and Finance (Accounting & Finance) from University of Oregon (2000) Master of Accountancy from the University of Oregon (2001)
Pengalaman Kerja 1. Audit Partner - Richards & Associates, CPA, Yorba Linda, California, USA (2007-sekarang) 2. Risk and Portfolio Management – Card Business, Citibank N.A., Jakarta, Indonesia (2004-2007) 3. Staff Accountant di Quality Naturally Food, City of Industry, California, USA (2001-2004)	**Work experience** 1. Audit Partner - Richards & Associates, CPA, Yorba Linda, California, USA (2007-present) 2. Risk and Portfolio Management – Card Business, Citibank N.A., Jakarta, Indonesia (2004-2007) 3. Staff Accountant at Quality Naturally Food, City of Industry, California, USA (2001-2004)

Independensi Komite Pemantau Risiko

Komite Pemantau Risiko wajib menjalankan tugas dan tanggung jawab secara profesional dan independen dalam bentuk opini dan rekomendasi yang objektif, independen dapat dipertanggung jawabkan dan tidak dibawah tekanan pihak manapun dalam melakukan evaluasi dan pengawasan terhadap potensi risiko agar praktik *Good Corporate Governance* berjalan dengan baik dan sesuai prosedur.

Seluruh anggota Komite Pemantau Risiko adalah pihak independen, yaitu tidak memiliki hubungan keuangan, kepengurusan, kepemilikan saham dan/atau hubungan keluarga dengan anggota Dewan Komisaris, anggota Direksi dan/atau Pemegang Saham Pengendali atau hubungan usaha dengan Bank yang dapat memengaruhi kemampuannya untuk bertindak independen.

Independence of the Risk Monitoring Committee

The Risk Monitoring Committee is required to carry out its duties and responsibilities professionally and independently in the form of opinions and recommendations that are objective, independent, accountable and not under pressure from any party in evaluating and monitoring potential risks so that the practice of Good Corporate Governance runs properly and according to procedures. .

All members of the Risk Monitoring Committee are independent parties, i.e. they do not have financial, management, share ownership and/or family relationships with members of the Board of Commissioners, members of the Board of Directors and/or Controlling Shareholders or business relationships with the Bank that may affect their ability to act independently.

Nama Name	**Hubungan Keluarga dengan** Family Relationship with			**Hubungan Keuangan dengan** Financial Relationship with			**Hubungan Kepengurusan dengan Perusahaan Lain** Management Relations with Other Companies
	Dewan Komisaris Board of Commissioners	**Direksi** Board of Directors	**Pemegang Saham** Shareholders	**Dewan Komisaris** Board of Commissioners	**Direksi** Board of Directors	**Pemegang Saham** Shareholders	
Fransisca Ekawaty	x	x	x	x	x	x	x
Andreas Danny Soesanto	x	x	x	x	x	x	x
Diana Jaffar	x	x	x	x	x	x	x

Tugas dan Tanggung Jawab Komite Pemantau Risiko

Tugas dan tanggung jawab Komite Pemantau Risiko sebagai berikut:

1. Melakukan evaluasi tentang kebijakan manajemen risiko;
2. Melakukan evaluasi tentang kesesuaian antara kebijakan manajemen risiko dengan pelaksanaan kebijakan tersebut;

Duties and Responsibilities of the Risk Monitoring Committee

The duties and responsibilities of the Risk Monitoring Committee are as follows:

1. Evaluate risk management policies;
2. Evaluating the suitability of the risk management policy with the implementation of the policy;

3. Melakukan evaluasi pelaksanaan tugas Komite Manajemen Risiko dan Satuan Kerja Manajemen Risiko, guna memberikan rekomendasi kepada Dewan Komisaris.

Rapat Komite Pemantau Risiko

Komite Pemantau Risiko melakukan rapat secara periodik 1 (satu) kali setiap 2 (dua) bulan dengan ketentuan kuorum kehadiran minimal 50% dari seluruh anggota Komite Pemantau Risiko. Setiap keputusan Rapat Komite diambil berdasarkan musyawarah untuk mufakat. Dalam hal terdapat suara yang berimbang, keputusan akhir diambil oleh Ketua Komite.

Selama tahun 2021 Komite Pemantau Risiko telah mengadakan rapat sebanyak 4 (empat) kali dengan risalah dan rekapitulasi kehadiran rapat sebagai berikut:

3. Evaluating the implementation of the duties of the Risk Management Committee and the Risk Management Work Unit, in order to provide recommendations to the Board of Commissioners.

Risk Monitoring Committee Meeting

The Risk Monitoring Committee conducts periodical meetings 1 (one) time every 2 (two) months with a minimum attendance quorum of 50% of all members of the Risk Monitoring Committee. Every decision of the Committee Meeting is taken based on deliberation for consensus. In the event that there are even votes, the final decision is taken by the Committee Chair.

During 2021 the Risk Monitoring Committee held 4 (four) meetings with the minutes and recapitulation of meeting attendance as follows:

Risalah dan Kehadiran Rapat Komite Pemantau Risiko
Minutes and Attendance of Risk Monitoring Committee Meeting

Tanggal Date	**Tempat** Place	**Agenda**	**Peserta** Participants	**Alasan Ketidakhadiran Komite Pemantau Risiko dalam Rapat** Reasons for Absence of the Risk Monitoring Committee at the Meeting
17 Maret 2021 March 17, 2021	Bank Aladin Syariah	• Pemaparan profil risiko Q4 2020. • Pemaparan tingkat kesehatan Bank semester II 2020. • Pemaparan proyeksi dan realisasi indikator keuangan. • Pemaparan *Risk Appetite* Statement. • Exposure of the Q4 2020 risk profile. • Presentation of Bank soundness level in semester II 2020. • Presentation of projections and realization of financial indicators. • Exposure to the Risk Appetite Statement.	10 orang 10 person	-
2 Juni 2021 June 2, 2021	Bank Aladin Syariah	• Pemaparan profil risiko Q1 2020. • Pemaparan target bisnis. • Pemaparan *Risk Appetite Statement* • Pemaparan Rencana kerja Divisi ERM. • Pemaparan *Business Continuity Plan* dan *Business Impact Analysis*. • Exposure of the Q1 2020 risk profile. • Presentation of business targets. • Presentation of the Risk Appetite Statement • Presentation of the work plan of the ERM Division. • Presentation of Business Continuity Plan and Business Impact Analysis.	10 orang 10 person	-

Tanggal Date	**Tempat** Place	**Agenda**	**Peserta** Participants	**Alasan Ketidakhadiran Komite Pemantau Risiko dalam Rapat** Reasons for Absence of the Risk Monitoring Committee at the Meeting
24 Agustus 2021 August 24, 2021	Bank Aladin Syariah	• Pemaparan Tingkat Kesehatan Bank Semester I 2021. • Pemaparan KPMM. • Pemaparan target bisnis. • Pemaparan rencana kerja Divisi ERM. • Presentation on Bank Soundness Level I 2021. • KPMM presentation. • Presentation of business targets. • Presentation of the work plan of the ERM Division.	10 orang 10 person	-
12 November 2021	Bank Aladin Syariah	• Pemaparan Profil risiko Q3 2021. • Pemaparan *update* paramater risiko. • Pemaparan tindak lanjut *prudential meeting* OJK. • Pemaparan rencana kerja Divisi ERM. • Exposure of Q3 2021 risk profile. • Exposure to updated risk parameters. • Exposure to the follow-up to the OJK prudential meeting. • Presentation of the work plan of the ERM Division.	10 orang 10 person	-

Rekapitulasi Kehadiran Komite Pemantau Risiko pada Rapat
Recapitulation of Attendance of the Risk Monitoring Committee at the Meeting

Komite Pemantau Risiko Risk Monitoring Committee	**Jumlah Wajib Rapat** Number of Mandatory Meetings	**Jumlah Kehadiran** Number of Attendance	**Persentase Kehadiran** Percentage of Attendance
Hadi Sunaryo (Ketua/Komisaris Independen)* Sunaryo (Chairman/Independent Commissioner)*	1	1	100%
Fransisca Ekawaty (Anggota/Ketua/Komisaris Independen)** Fransisca Ekawaty (Member/Chairman/Independent Commissioner)**	4	4	100%
Reynold M Batubara (Anggota)*** Reynold M Batubara (Member)***	2	2	100%
Andreas Danny Soesanto (Anggota)	4	4	100%
Diana Jaffar (Anggota)**** Diana Jaffar (Member)****			
Rata-rata Average			**100%**

*) Tidak lagi menjabat sebagai Ketua Komite sejak 7 April 2021
**) Menjabat sebagai Ketua Komite sejak 7 April 2021
***) Tidak lagi menjabat sebagai anggota Komite sejak 15 Juli 2021
****) Menjabat sebagai anggota Komite sejak 1 Agustus 2021
*) No longer serving as Committee Chair since April 7, 2021
**) Served as Committee Chair since April 7, 2021
***) No longer serving as a member of the Committee since July 15, 2021
****) Served as a member of the Committee since August 1, 2021

Program Peningkatan Kompetensi Komite Pemantau Risiko

Perseroan memiliki kebijakan terkait pengembangan kompetensi dalam upaya meningkatkan kemampuan, keahlian dan keterampilan untuk melakukan tugas dan tanggung jawab sebagai Komite Pemantau Risiko. Tentang kegiatan peningkatan kompetensi yang diikuti Komite Pemantau Risiko di sepanjang tahun 2021 dapat dilihat pada bab Profil Perseroan dalam laporan tahunan ini.

PELAKSANAAN TUGAS KOMITE PEMANTAU RISIKO

Pada tahun 2021, Komite Pemantau Risiko telah merealisasikan kegiatan yang berkaitan dengan tugas dan fungsinya, yaitu:

1. Melakukan *review* dan memberikan masukan atas ketentuan *risk appetite statement.*
2. Memberikan masukan terhadap hasil penilaian profil risiko dan kertas kerja profil risiko serta parameter per jenis risiko.
3. Melakukan *review* terhadap Kebijakan Manajemen Risiko dan penerapannya.
4. Memberikan masukan dan evaluasi terhadap pelaksanaan rapat Komite Manajemen Risiko, antara lain pembahasan *review* parameter Tingkat Kesehatan Bank dan *risk appetite statement*.
5. Memberikan masukan dan evaluasi terhadap Satuan Kerja Manajemen Risiko, antara lain penyusunan rencana kerja Satuan Kerja Manajemen Risiko yang disesuaikan dengan rencana bisnis Bank dan *update risk management tools*.

Komite Remunerasi Dan Nominasi

Komite Remunerasi dan Nominasi sebagai organ yang diangkat Dewan Komisaris dengan fungsi untuk membantu pelaksanaan dan pengawasan kegiatan yang berkaitan dengan remunerasi dan nominasi sesuai dengan Anggaran Dasar Perseroan dan peraturan yang berlaku.

Piagam Komite Remunerasi dan Nominasi

Dalam melaksanakan tugas dan tanggung jawabnya, Komite Remunerasi dan Nominasi telah memiliki pedoman kerja yang disusun berdasarkan peraturan dan perundang-undangan yang berlaku.

Jumlah, Komposisi, dan Susunan Komite Remunerasi dan Nominasi Tahun 2021

Anggota Komite Remunerasi dan Nominasi Perseroan di tahun 2021 berjumlah 3 (tiga) orang yang terdiri dari 1 (satu) Ketua dan 2 (dua) anggota. Adapun komposisi dan susunan Komite Remunerasi dan Nominasi per 31 Desember 2021 adalah sebagai berikut:

Risk Monitoring Committee Competency Improvement Program

The Bank has policies related to competency development in an effort to improve the ability, expertise and skills to carry out the duties and responsibilities of the Risk Monitoring Committee. Regarding the competency improvement activities participated in by the Risk Monitoring Committee throughout 2021, see the Bank Profile chapter in this annual report.

IMPLEMENTATION OF THE TASKS OF THE RISK MONITORING COMMITTEE

In 2021, the Risk Monitoring Committee has realized activities related to its duties and functions, namely:

1. Review and provide input on the provisions of the risk appetite statement.
2. Provide input on the results of the risk profile assessment and risk profile working paper as well as the parameters for each type of risk.
3. Reviewing the Risk Management Policy and its implementation.
4. Provide input and evaluation of the implementation of the Risk Management Committee meeting, including discussion of the review of the Bank Soundness Level parameter and risk appetite statement.
5. Provide input and evaluation of the Risk Management Work Unit, including the preparation of a Risk Management Work Unit work plan that is adjusted to the Bank's business plan and updated risk management tools.

Remuneration And Nomination Committee

Remuneration and Nomination Committee as an organ appointed by the Board of Commissioners with the function to assist the implementation and supervision of activities related to remuneration and nomination in accordance with the Bank's Articles of Association and applicable regulations.

Remuneration and Nomination Committee Charter

In carrying out its duties and responsibilities, the Remuneration and Nomination Committee has a working guideline that is prepared based on the applicable laws and regulations.

Number, Composition, and Composition of Remuneration and Nomination Committee in 2021

The members of the Company's Remuneration and Nomination Committee in 2021 are 3 (three) people consisting of 1 (one) Chairman and 2 (two) members. The composition and composition of the Remuneration and Nomination Committee as of December 31, 2021 are as follows:

Susunan Komite Remunerasi dan Nominasi Perseroan per 31 Desember 2021
Composition of the Bank's Remuneration and Nomination Committee as of December 31, 2021

Nama Name	Jabatan Position	Dasar Pengangkatan Basis of Appointment
Fransisca Ekawaty	Ketua Komite Remunerasi dan Nominasi Chairman of the Remuneration and Nomination Committee	Surat Keputusan Dewan Komisaris No. M.017.HCA/02.2021 tanggal 5 Februari 2021 Decree of the Board of Commissioners No. M.017.HCA/02.2021 dated Februari 5, 2021
Ationo Teguh Basuki	Anggota Komite Remunerasi dan Nominasi Remuneration and Nomination Committee Member	Surat Keputusan Dewan Komisaris No. M.017.HCA/02.2021 tanggal 05 Februari 2021 Decree of the Board of Commissioners No. M.017.HCA/02.2021 dated Februari 5, 2021
Linda Setiawan	Anggota Komite Remunerasi dan Nominasi Remuneration and Nomination Committee Member	Surat Keputusan Dewan Komisaris No. 156/HCD/09/2021 tanggal 14 September 2021 Decree of the Board of Commissioners No. 156/HCD/09/2021 Dated September 14, 2021

Profil Komite Remunerasi dan Nominasi
Remuneration and Nomination Committee Profile

Fransisca Ekawaty
Ketua Komite Remunerasi dan Nominasi/Komisaris Independen
Head of Remuneration and Nomination Committee/Independent Commissioner

Profil Ketua Komite Remunerasi dan Nominasi Fransisca Ekawaty dapat dilihat bagian profil Dewan Komisaris pada bab Profil Perusahaan dalam Laporan Tahunan ini.
The profile of the Chairperson of the Remuneration and Nomination Committee, Fransisca Ekawaty, can be seen in the profile section of the Board of Commissioners in the Company Profile chapter in this Annual Report.

Ationo Teguh Basuki
Anggota Komite Remunerasi dan Nominasi/Komisaris
Member of Remuneration and Nomination Committee/Commissioner

Profil Anggota Komite Remunerasi dan Nominasi Ationo Teguh Basuki dapat dilihat bagian profil Dewan Komisaris pada bab Profil Perusahaan dalam Laporan Tahunan ini.
The profile of the Remuneration and Nomination Committee Member Ationo Teguh Basuki can be seen in the profile section of the Board of Commissioners in the Company Profile chapter in this Annual Report.

Linda Setiawan
Anggota Komite Remunerasi dan Nominasi
Periode Jabatan: 14 September 2021 - 31 Desember 2021
Periode Ke-1

Data Pribadi
Warga negara Indonesia
Usia 44 tahun

Domisili
Indonesia

Pendidikan
Master of Science dari Technische Universität Hamburg-Harburg (2005)
Sarjana Teknik dari Institut Teknologi Bandung (2001)

Pengalaman Kerja
1. Head of People & Culture untuk General & Administration Functions, PT HM Sampoerna, Tbk. (2020-Mei 2021)
2. Director People & Culture, Philip Morris Taiwan, S.A. (2017-2020)
3. Head of Compensation & Benefits, PT HM Sampoerna, Tbk. (2013-2017)
4. Manager Compensation & Benefits Asia, Philip Morris Asia Limited, Hong Kong (2011-2013)
5. Organization Design dan Compensation dan Benefits di Human Resources, PT HM Sampoerna, Tbk. (2005-2011)

Linda Setiawan
Remuneration and Nomination Committee Member
Term of Office: September 14, 2021 - December 31,2021. 1st Period

Personal data
Indonesian citizens
44 years old

Domicile
Indonesia

Education
Master of Science from Technische Universität Hamburg-Harburg (2005)
Bachelor of Engineering from Bandung Institute of Technology (2001)

Work experience
1. Head of People & Culture for General & Administration Functions, PT HM Sampoerna, Tbk. (2020-May 2021)
2. Director People & Culture, Philip Morris Taiwan, S.A. (2017-2020)
3. Head of Compensation & Benefits, PT HM Sampoerna, Tbk. (2013-2017)
4. Manager Compensation & Benefits Asia, Philip Morris Asia Limited, Hong Kong (2011-2013)
5. Organization Design and Compensation and Benefits at Human Resources, PT HM Sampoerna, Tbk. (2005-2011)

Tugas dan Tanggung Jawab Komite Remunerasi dan Nominasi

Anggota Komite Pemantau Risiko Perseroan per posisi 31 Desember 2021 adalah sebagai berikut:

1. Terkait Kebijakan Remunerasi:
   a. Melakukan evaluasi terhadap kebijakan remunerasi.
   b. Melakukan evaluasi terhadap kesesuaian antara kebijakan remunerasi dengan pelaksanaan kebijakan tersebut.
   c. Memberikan rekomendasi kepada Dewan Komisaris mengenai kebijakan remunerasi bagi Dewan Komisaris, Direksi, Dewan Pengawas Syariah, Pejabat Eksekutif dan pegawai secara keseluruhan.

2. Terkait Kebijakan Nominasi:
   a. Memberikan rekomendasi kepada Dewan Komisaris mengenai sistem serta prosedur pemilihan dan/atau penggantian anggota Dewan Komisaris, Direksi dan Dewan Pengawas Syariah.
   b. Memberikan rekomendasi kepada Dewan Komisaris mengenai calon anggota Dewan Komisaris, Direksi dan/atau Dewan Pengawas Syariah.
   c. Memberikan rekomendasi kepada Dewan Komisaris mengenai calon pihak independen yang akan menjadi anggota Komite.

Remuneration and Nomination Committee Duties and Responsibilities

The members of the Bank's Risk Monitoring Committee as of December 31, 2021 are as follows:

1. 1. Regarding Remuneration Policy:
   a. Evaluating the remuneration policy.
   b. Evaluating the suitability of the remuneration policy with the implementation of the policy.
   c. Provide recommendations to the Board of Commissioners regarding remuneration policies for the Board of Commissioners, Directors, Sharia Supervisory Board, Executive Officers and employees as a whole.
2. Regarding Nomination Policy:
   a. Provide recommendations to the Board of Commissioners regarding the system and procedure for selecting and/or replacing members of the Board of Commissioners, Board of Directors and Sharia Supervisory Board.
   b. Provide recommendations to the Board of Commissioners regarding candidates for members of the Board of Commissioners, Board of Directors and/or Sharia Supervisory Board.
   c. Provide recommendations to the Board of Commissioners regarding candidates for independent parties who will become members of the Committee.

Rapat Komite Remunerasi dan Nominasi

Komite Remunerasi dan Nominasi melakukan rapat secara periodik sekurang-kurangnya 1 (satu) kali setiap 3 (tiga) bulan dengan ketentuan kuorum kehadiran minimal 50% dari seluruh anggota Komite Remunerasi dan Nominasi. Setiap keputusan Remunerasi dan Nominasi diambil berdasarkan musyawarah untuk mufakat. Dalam hal terdapat suara yang berimbang, keputusan akhir diambil oleh Ketua Komite.

Selama tahun 2021 Komite Remunerasi dan Nominasi telah mengadakan rapat sebanyak 12 (dua belas) kali dengan risalah dan rekapitulasi kehadiran rapat sebagai berikut:

Remuneration and Nomination Committee Meeting

The Remuneration and Nomination Committee meets periodically at least 1 (one) time every 3 (three) months with a minimum attendance quorum of 50% of all members of the Remuneration and Nomination Committee. Each Remuneration and Nomination decision is taken based on deliberation for consensus. In the event that there are even votes, the final decision is taken by the Committee Chair.

During 2021 the Remuneration and Nomination Committee held 12 (twelve) meetings with the minutes and recapitulation of meeting attendance as follows:

Risalah dan Kehadiran Rapat Komite Remunerasi dan Nominasi

Minutes and Attendance of Remuneration and Nomination Committee Meetings

Tanggal Date	**Tempat** The place	**Agenda**	**Peserta** Participant	**Alasan Ketidakhadiran Komite Remunerasi dan Nominasi dalam Rapat** Reasons for Absence of the Remuneration and Nomination Committee at the Meeting
12 Januari 2021 January 12, 2021	*Online*	Komite Nominasi dan Remunerasi. Nomination and Remuneration Committee.	Seluruh Anggota Komite Nominasi dan Remunerasi All Members of the Nomination and Remuneration Committee	-

Tanggal Date	**Tempat** The place	**Agenda**	**Peserta** Participant	**Alasan Ketidakhadiran Komite Remunerasi dan Nominasi dalam Rapat** Reasons for Absence of the Remuneration and Nomination Committee at the Meeting
12 Januari 2021 January 12, 2021	*Online*	1. **Rekomendasi Pemberlakuan Peraturan Perusahaan (PP) PT Bank Net Indonesia Syariah Periode Tahun 2020 – 2022.** 2. **Permohonan Rekomendasi untuk Piagam Komite Nominasi dan Remunerasi.** 1. Recommendations for the Application of Company Regulations (PP) of PT Bank Net Indonesia Syariah for the Year 2020 – 2022. 2. Application for Recommendation for the Nomination and Remuneration Committee Charter.	Seluruh Anggota Komite Nominasi dan Remunerasi All Members of the Nomination and Remuneration Committee	-
11 Februari 2021 February 11, 2021	*Online*	**Permohonan rekomendasi Perubahan Struktur Jabatan dan Struktur Gaji.** Request for recommendation for Change of Position Structure and Salary Structure.	Seluruh Anggota Komite Nominasi dan Remunerasi All Members of the Nomination and Remuneration Committee	-
5 April 2021 April 5, 2021	*Online*	**Permohonan rekomendasi Perubahan Struktur Jabatan dan Struktur Gaji PT Bank Net Indonesia Syariah Tbk.** Request for recommendation for Changes in Position Structure and Salary Structure of PT Bank Net Indonesia Syariah Tbk.	Seluruh Anggota Komite Nominasi dan Remunerasi All Members of the Nomination and Remuneration Committee	-
31 Mei 2021 May 31, 2021	*Online*	**Permohonan rekomendasi untuk Calon Anggota Dewan Komisaris (Komisaris Independen).** Request for recommendation for Candidate Members of the Board of Commissioners (Independent Commissioner).	Seluruh Anggota Komite Nominasi dan Remunerasi All Members of the Nomination and Remuneration Committee	-
14 September 2021 September 14, 2021	*Online*	**Pembahasan dokumen untuk proses Penilaian Kemampuan dan Kepatutan di OJK.** Discussion of documents for the Fit and Proper Assessment process at OJK.	Seluruh Anggota Komite Nominasi dan Remunerasi All Members of the Nomination and Remuneration Committee	-
14 September 2021 September 14, 2021	*Online*	**Rekomendasi Penggantian Anggota/Sekertaris Komite Nominasi dan Remunerasi Bank.** Recommendation on the Replacement of Members/ Secretaries of the Bank's Nomination and Remuneration Committee.	Seluruh Anggota Komite Nominasi dan Remunerasi All Members of the Nomination and Remuneration Committee	-
6 Oktober 2021 October 6, 2021	*Online*	**Pembahasan draft Kebijakan Remunerasi untuk Direksi dan karyawan Bank Aladin.** Discussion of the draft Remuneration Policy for the Board of Directors and employees of Bank Aladin.	Seluruh Anggota Komite Nominasi dan Remunerasi All Members of the Nomination and Remuneration Committee	-

Tanggal Date	**Tempat** The place	**Agenda**	**Peserta** Participant	**Alasan Ketidakhadiran Komite Remunerasi dan Nominasi dalam Rapat** Reasons for Absence of the Remuneration and Nomination Committee at the Meeting
14 Oktober 2021 October 14, 2021	*Online*	Pembahasan *Draft* Peraturan Perusahaan. Discussion of Draft Company Regulations.	Seluruh Anggota Komite Nominasi dan Remunerasi All Members of the Nomination and Remuneration Committee	-
17 November 2021 November 17, 2021	*Online*	Pembahasan dokumen untuk proses Penilaian Kemampuan dan Kepatutan di OJK. Discussion of documents for the Fit and Proper Assessment process at OJK.	Seluruh Anggota Komite Nominasi dan Remunerasi All Members of the Nomination and Remuneration Committee	-
3 Desember 2021 December 3, 2021	*Online*	1. Pembahasan dan finalisasi *draft* Kebijakan Remunerasi untuk Karyawan. 2. Proposal dan persetujuan *grading* dan level baru yang akan digunakan Bank. 1. Discussion and finalization of the draft Remuneration Policy for Employees. 2. Proposal and approval of new grading and levels to be used by the Bank.	Seluruh Anggota Komite Nominasi dan Remunerasi All Members of the Nomination and Remuneration Committee	-
20 Desember 2021 December 20, 2021	*Online*	1. Pembahasan dan finalisasi *draft* Kebijakan Remunerasi untuk Direksi, Komisaris, Dewan Pengawas dan Komite Audit. 2. Proposal dan persetujuan promosi karyawan. 1. Discussion and finalization of the draft Remuneration Policy for the Board of Directors, Commissioners, Supervisory Board and Audit Committee. 2. Proposal and approval of employee promotions.	Seluruh Anggota Komite Nominasi dan Remunerasi All Members of the Nomination and Remuneration Committee	-

Rekapitulasi Kehadiran Komite Remunerasi dan Nominasi pada Rapat

Recapitulation of Attendance of the Remuneration and Nomination Committee at the Meeting

Komite Remunerasi dan Nominasi Remuneration and Nomination Committee	**Jumlah Wajib Rapat** Number of Mandatory Meetings	**Jumlah Kehadiran** Number of Attendance	**Persentase Kehadiran** Attendance Percentage
Fransisca Ekawati (Ketua/Komisaris Independen) Fransisca Ekawati (Chairman/Independent Commissioner)	12	12	100%
Hadi Sunaryo (Anggota/Komisaris Independen)* Hadi Sunaryo (Member/Independent Commissioner)*	3	3	100%
Ationo Teguh Basuki (Anggota/Komisaris)** Ationo Teguh Basuki (Member/Commissioner)**	11	11	100%
Tiara Anggitasari (Anggota)*** Tiara Anggitasari (Member)***	6	6	100%

Komite Remunerasi dan Nominasi Remuneration and Nomination Committee	**Jumlah Wajib Rapat** Number of Mandatory Meetings	**Jumlah Kehadiran** Number of Attendance	**Persentase Kehadiran** Attendance Percentage
Linda Setiawan (Anggota)**** Linda Setiawan (Member)****	5	5	100%
Rata-rata Average			**100%**

*) Tidak lagi menjabat sebagai Ketua Komite sejak 7 April 2021
**) Menjabat sebagai Ketua Komite sejak 7 April 2021
***) Menjabat sebagai anggota Komite hingga September 2021
****) Menjabat sebagai anggota Komite sejak September 14, 2021
*) No longer serving as Committee Chair since April 7, 2021
**) Served as Committee Chair since April 7, 2021
***) Served as a member of the Committee until September 2021
****) Served as a member of the Committee since September 14, 2021

Program Peningkatan Kompetensi Komite Remunerasi dan Nominasi

Perseroan memiliki kebijakan terkait pengembangan kompetensi dalam upaya meningkatkan kemampuan, keahlian dan keterampilan untuk melakukan tugas dan tanggung jawab sebagai Komite Remunerasi dan Nominasi. Tentang kegiatan peningkatan kompetensi yang diikuti Komite Remunerasi dan Nominasi di sepanjang tahun 2021 dapat dilihat pada bab Profil Perseroan dalam laporan tahunan ini.

Pelaksanaan Tugas Komite Remunerasi dan Nominasi

Pada tahun 2021, Komite Remunerasi dan Nominasi telah merealisasikan kegiatan tugas dan fungsinya yang telah disampaikan melalui rapat Komite Remunerasi dan Nominasi sebanyak 12 (dua belas) kali dengan agenda yang dapat dilihat pada risalah dan kehadiran rapat Komite Remunerasi dan Nominasi pada Laporan Tahunan ini. Selain itu, pelaksanaan tugas Komite Remunerasi dan Nominasi di tahun 2021 sebagai berikut:

1. Memberikan rekomendasi kepada Dewan Komisaris mengenai calon anggota Dewan Komisaris yang memenuhi syarat untuk disampaikan kepada Rapat Umum Pemegang Saham.
2. Memberikan rekomendasi kepada Dewan Komisaris mengenai calon anggota Dewan Direksi yang memenuhi syarat untuk disampaikan kepada Rapat Umum Pemegang Saham.
3. Memberikan rekomendasi kepada Dewan Komisaris mengenai calon pihak independen yang akan menjadi anggota Komite Audit dan Komite Pemantau Risiko.
4. Memberikan rekomendasi kepada Dewan Komisaris mengenai struktur remunerasi dan kebijakan atas remunerasi.
5. Memberikan rekomendasi kepada Dewan Komisaris mengenai perubahan struktur organisasi.

Remuneration and Nomination Committee Competency Improvement Program

The Bank has a policy related to competency development in an effort to improve the ability, expertise and skills to carry out the duties and responsibilities as the Remuneration and Nomination Committee. Regarding the competency improvement activities participated in by the Remuneration and Nomination Committee throughout 2021, see the Bank Profile chapter in this annual report.

Implementation of Remuneration and Nomination Committee Duties

In 2021, the Remuneration and Nomination Committee has realized its duties and functions that have been conveyed through the Remuneration and Nomination Committee meetings 12 (twelve) times with an agenda that can be seen in the minutes and attendance of the Remuneration and Nomination Committee meetings in this Annual Report. In addition, the duties of the Remuneration and Nomination Committee in 2021 are as follows:

1. Provide recommendations to the Board of Commissioners regarding candidates for members of the Board of Commissioners who meet the requirements to be submitted to the General Meeting of Shareholders.
2. Provide recommendations to the Board of Commissioners regarding candidates for members of the Board of Directors who meet the requirements to be submitted to the General Meeting of Shareholders.
3. Provide recommendations to the Board of Commissioners regarding prospective independent parties who will become members of the Audit Committee and the Risk Monitoring Committee.
4. Provide recommendations to the Board of Commissioners regarding the remuneration structure and policies on remuneration.
5. Provide recommendations to the Board of Commissioners regarding changes in organizational structure.

Komite-Komite di Bawah Direksi
Committees Under The Board of Directors

Dalam menjalankan fungsi, tugas dan tanggung jawabnya, Direksi telah membentuk 4 (empat) Komite Eksekutif yang dipimpin langsung oleh Direktur Utama dan/atau Direktur terkait, dan beranggotakan Direktur, Kepala Departemen atau Kepala Divisi terkait, yakni sebagai berikut:

1. Komite Pengarah Teknologi Informasi/*Information Technology Steering Committee* (ITSC);
2. Komite Aset dan Liabilitas/*Assets & Liabilities Committee* (ALCO);
3. Komite Manajemen Risiko/*Risk Management Committee* (RMC); dan
4. Komite Pembiayaan/*Credit Committee* (CC)

In carrying out its functions, duties and responsibilities, the Board of Directors has established 4 (four) Executive Committees which are chaired directly by the President Director and/or the relevant Director, and consist of the Director, Head of Department or Head of the relevant Division, which are as follows:

1. Information Technology Steering Committee (ITSC);
2. Assets & Liabilities Committee (ALCO);
3. Risk Management Committee (RMC); and
4. Financing Committee / Credit Committee (CC)

KOMITE PENGARAH TEKNOLOGI INFORMASI / INFORMATION TECHNOLOGY STEERING COMMITTEE (ITSC)

Komite Pengarah Teknologi Informasi atau *Information Technology Steering Committee* (ITSC) dibentuk oleh Direksi untuk memastikan penerapan sistem teknologi informasi (TI) sejalan dengan rencana strategis Perseroan serta meningkatkan kemampuan daya saing Perseroan melalui pemanfaatan teknologi informasi yang tepat guna.

Dasar Hukum

Pembentukan ITSC didasarkan pada peraturan-peraturan antara lain sebagai berikut:

1. Peraturan Otoritas Jasa Keuangan No. 13/POJK.03/2020 tentang Perubahan atas Peraturan Otoritas Jasa Keuangan No. 38/POJK.03/2016 tentang Penerapan Manajemen Risiko dalam Penggunaan Teknologi Informasi oleh Bank Umum.
2. Peraturan Otoritas Jasa Keuangan No. 38/POJK.03/2016 tentang Penerapan Manajemen Risiko dalam Penggunaan Teknologi Informasi oleh Bank Umum.
3. Surat Edaran Otoritas Jasa Keuangan No. 21/SEOJK.03/2017 tentang Penerapan Manajemen Risiko Dalam Penggunaan Teknologi Informasi Oleh Bank Umum.
4. Piagam Komite Pengarah Teknologi Informasi.

Term of Reference (TOR) ITSC

ITSC telah memiliki piagam ITSC yang mengatur antara lain susunan keanggotaan, tanggung jawab dan wewenang, ketentuan dan mekanisme pelaksanaan rapat. *Term of Reference* (TOR) ITSC terakhir dikinikan pada November 2020 dan akan diperbaharui sesuai dengan perkembangan regulasi yang berlaku serta kondisi terkini dari Bank.

TECHNOLOGY STEERING COMMITTEE (ITSC) INFORMATION TECHNOLOGY STEERING COMMITTEE (ITSC)

The Information Technology Steering Committee (ITSC) was formed by the Board of Directors to ensure that the implementation of information technology (IT) systems is in line with the Bank's strategic plan and to improve the Bank's competitiveness through the use of appropriate information technology.

Legal basis

The establishment of ITSC is based on the following regulations:

1. Financial Services Authority Regulation No. 13/POJK.03/2020 concerning Amendments to Financial Services Authority Regulation No. 38/POJK.03/2016 concerning the Application of Risk Management in the Use of Information Technology by Commercial Banks.
2. Financial Services Authority Regulation No. 38/POJK.03/2016 concerning the Application of Risk Management in the Use of Information Technology by Commercial Banks.
3. Financial Services Authority Circular No. 21/SEOJK.03/2017 concerning Application of Risk Management in the Use of Information Technology by Commercial Banks.
4. Information Technology Steering Committee Charter.

Term of Reference (TOR) ITSC

ITSC already has an ITSC charter which regulates, among others, the composition of membership, responsibilities and authorities, provisions and mechanisms for conducting meetings. The last ITSC Term of Reference (TOR) was updated in November 2020 and will be updated in accordance with the development of applicable regulations and the latest conditions from the Bank.

Struktur ITSC

ITSC structure

Ketua Merangkap Anggota Chairman concurrently member	Direktur Operasional	Operational Director
Anggota Member	1. Direktur Operasional. 2. Direktur Kepatuhan. 3. Operation Group Head. 4. Finance & Strategy Group Head. 5. Head of Core Technology. 6. Head of Engineering. 7. Head of Data. 8. Head of IT Infrastructure & Operations. 9. Head of Information Security & GRC. 10. Head of Enterprise Risk & Anti Fraud. 11. Head of Compliance, Sharia & AML CFT.	1. Operational Director. 2. Compliance Director. 3. Operations Group Head. 4. Finance & Strategy Group Head. 5. Head of Core Technology. 6. Head of Engineering. 7. Head of Data. 8. Head of IT Infrastructure & Operations. 9. Head of Information Security & GRC. 10. Head of Enterprise Risk & Anti Fraud. 11. Head of Compliance, Sharia & AML CFT.
Undangan Invitation	Komite dapat mengundang unit kerja lainnya terkait dengan topik yang diagendakan.	The committee can invite other work units related to the topics on the agenda.
Sekretaris Secretary	Infosec & GRC. Sekretaris akan menginformasikan jadwal rapat, membuat, mendokumentasikan dan mensirkulasi notulen rapat. Notulen dapat minimal harus ditandatangani oleh Ketua Rapat.	Infosec & GRC. The secretary will inform the meeting schedule, create, document and circulate the minutes of the meeting. Minutes must at least be signed by the Chairperson of the Meeting.

Tugas dan Tanggung Jawab ITSC

ITSC bertanggung jawab memberikan rekomendasi kepada Direksi paling sedikit terkait dengan:

1. Rencana Strategis Teknologi Informasi yang sejalan dengan rencana strategis kegiatan usaha Bank;
2. Perumusan kebijakan, standar, dan prosedur Teknologi Informasi yang utama;
3. Kesesuaian antara proyek Teknologi Informasi yang disetujui dengan Rencana Strategis Teknologi Informasi;
4. Kesesuaian antara pelaksanaan proyek Teknologi Informasi dengan rencana proyek yang disepakati (*project charter*);
5. Kesesuaian antara Teknologi Informasi dengan kebutuhan sistem informasi manajemen serta kebutuhan kegiatan usaha Bank;
6. Efektivitas langkah-langkah dalam meminimalkan risiko atas investasi Bank pada sektor Teknologi Informasi agar investasi Bank pada sektor Teknologi Informasi memberikan kontribusi terhadap pencapaian tujuan bisnis Bank;
7. Pemantauan atas kinerja Teknologi Informasi dan upaya peningkatan kinerja Teknologi Informasi;
8. Upaya penyelesaian berbagai masalah terkait Teknologi Informasi yang tidak dapat diselesaikan oleh satuan kerja pengguna dan penyelenggara Teknologi Informasi secara efektif, efisien, tepat waktu;
9. Kecukupan dan alokasi sumber daya yang dimiliki Perseroan.

Rapat ITSC

ITSC melakukan rapat dengan ketentuan dan mekanisme sebagai berikut:

1. Rapat ITSC dipimpin oleh Ketua ITSC.
2. Rapat ITSC dilaksanakan paling sedikit satu kali dalam satu bulan pada Minggu Kedua atau dapat dilakukan sewaktu-waktu apabila diperlukan.

ITSC Duties and Responsibilities

ITSC is responsible for providing recommendations to the Board of Directors at least related to:

1. Information Technology Strategic Plan that is in line with the Bank's business activity strategic plan;
2. Formulation of major Information Technology policies, standards and procedures;
3. Conformity between the approved Information Technology project and the Information Technology Strategic Plan;
4. Conformity between the implementation of the Information Technology project and the agreed project plan (project charter);
5. Conformity between Information Technology and the needs of management information systems and the needs of the Bank's business activities;
6. The effectiveness of measures in minimizing the risk of the Bank's investment in the Information Technology sector so that the Bank's investment in the Information Technology sector contributes to the achievement of the Bank's business objectives;
7. Monitoring of Information Technology performance and efforts to improve Information Technology performance;
8. Efforts to resolve various problems related to Information Technology that cannot be resolved by the work unit of users and organizers of Information Technology in an effective, efficient, timely manner;
9. Adequacy and allocation of resources owned by the Bank.

ITSC meeting

ITSC holds meetings with the following provisions and mechanisms:

1. The ITSC meeting is chaired by the ITSC Chair.
2. The ITSC meeting is held at least once a month on the Second Week or can be held at any time if necessary.

3. Rapat ITSC diselenggarakan apabila dihadiri oleh sekurang-kurangnya sekurang-kurangnya lebih dari 50% (lima puluh persen) dari jumlah seluruh Anggota ITSC.
4. Materi Rapat ITSC disiapkan dan dikumpulkan oleh Sekretaris ITSC.
5. Hasil keputusan Rapat ITSC adalah sah jika diputuskan oleh Anggota ITSC yang memiliki hak suara yang menghadiri Rapat ITSC.
6. Setiap Rapat ITSC dan hasil keputusannya dituangkan ke dalam Risalah Rapat ITSC yang disusun dan disampaikan oleh Sekretaris ITSC kepada Ketua ITSC untuk ditandatangani oleh Ketua ITSC dan Sekretaris ITSC.
7. Risalah Rapat ITSC yang telah ditandatangani oleh Ketua ITSC dan Sekretaris ITSC selanjutnya didistribusikan oleh Sekretaris ITSC kepada anggota ITSC dan unit kerja terkait yang menghadiri Rapat ITSC.
8. Seluruh dokumen Rapat ITSC dikumpulkan dan didokumentasikan oleh Sekretaris ITSC.

Selama tahun 2021 ITSC telah mengadakan rapat sebanyak 12 (dua belas) kali dengan agenda sebagai berikut:
1. *Revenue Sharing Distribution.*
2. *Project Update.*
3. *Enterprise GL.*
4. *Regulatory Reporting.*

3. The ITSC meeting is held if attended by at least more than 50% (fifty percent) of the total ITSC Members.
4. ITSC Meeting materials are prepared and collected by the ITSC Secretary.
5. The decision of the ITSC Meeting is valid if it is decided by the ITSC Member who has voting rights attending the ITSC Meeting.
6. Each ITSC Meeting and the results of its decisions are poured into the Minutes of ITSC Meetings which are prepared and submitted by the ITSC Secretary to the ITSC Chair to be signed by the ITSC Chair and ITSC Secretary.
7. Minutes of the ITSC Meeting which have been signed by the ITSC Chair and ITSC Secretary are then distributed by the ITSC Secretary to ITSC members and related work units attending the ITSC Meeting.
8. All ITSC Meeting documents are collected and documented by the ITSC Secretary.

During 2021 ITSC has held 12 (twelve) meetings with the following agenda:
1. Revenue Sharing Distribution.
2. Project Update.
3. Enterprise GL.
4. Regulatory Reporting.

Rekapitulasi Kehadiran Direksi pada Rapat
Recapitulation of Attendance of the Board of Directors at the Meeting

Direksi Directors	Jumlah Rapat Number of Meetings	Jumlah Kehadiran Number of Attendance	Persentase Kehadiran Attendance Percentage
Direktur Operasional (Ketua Merangkap Anggota) (Chairman concurrently member)	12	12	100%
Direktur Kepatuhan (Anggota) (Member)	12	12	100%
Rata-rata Average			**100%**

Komite Aset dan Liablitas/*Assets & Liabilities Committee* (ALCO)

Komite Aset Dan Liabilitas atau *Assets & Liabilities Committee* (ALCO) dibentuk oleh Direksi dalam memelihara struktur neraca yang kuat, yang meliputi analisis dan perumusan kebijakan dan strategi, pengambilan keputusan, pengawasan dalam pengelolaan risiko likuiditas, risiko pasar dan permodalan sejalan dengan peraturan BI/OJK maupun strategi bisnis.

Dasar Hukum

Pembentukan ALCO didasarkan pada peraturan-peraturan antara lain sebagai berikut:
1. Peraturan Bank Indonesia No. 11/33/PBI/2009 tanggal 7 Desember 2009 tentang Pelaksanaan *Good Corporate Governance* bagi Bank Umum Syariah dan Unit Usaha Syariah.

Assets & Liabilities Committee (ALCO)

The Assets and Liabilities Committee (ALCO) was formed by the Board of Directors to maintain a strong balance sheet structure, which includes analysis and formulation of policies and strategies, decision making, supervision in managing liquidity risk, market risk and capital in line with BI/OJK regulations and business strategy.

Legal basis

The formation of ALCO is based on the following regulations:

1. 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.

2. Peraturan Otoritas Jasa Keuangan No. 65/ POJK.03/2016 tentang Penerapan Manajemen Risiko bagi Bank Umum Syariah dan Unit Usaha Syariah.
3. Surat Edaran Bank Indonesia No. 12/13/DPbS tanggal 30 April 2010 perihal Pelaksanaan *Good Corporate Governance* bagi Bank Umum Syariah dan Unit Usaha Syariah.
4. Kebijakan Manajemen Risiko PT Bank Aladin Syariah Tbk.
5. Piagam ALCO.

Piagam ALCO

ALCO telah memiliki Piagam TOR ALCO yang mengatur antara lain struktur dan Keanggotaan Komite Aset dan Liabilitas, tugas dan wewenang, ketentuan dan mekanisme pelaksanaan rapat, pelaporan dan sekretariat. Piagam ALCO terakhir dikinikan pada 14 Juni 2021 dan akan diperbaharui sesuai dengan perkembangan regulasi yang berlaku serta kondisi terkini dari Bank.

2. Financial Services Authority Regulation No. 65/ POJK.03/2016 concerning the Implementation of Risk Management for Islamic Commercial Banks and Sharia Business Units.
3. Bank Indonesia Circular No. 12/13/DPbS dated April 30, 2010 regarding the Implementation of Good Corporate Governance for Sharia Commercial Banks and Sharia Business Units.
4. Risk Management Policy of PT Bank Aladin Syariah Tbk.
5. ALCO Charter.

ALCO Charter

ALCO already has an ALCO TOR which regulates, among others, the structure and membership of the Asset and Liability Committee, duties and authorities, provisions and mechanisms for conducting meetings, reporting and the secretariat. The last ALCO Charter was updated on June 14, 2021 and will be updated in accordance with the development of applicable regulations and the latest conditions from the Bank.

Struktur ALCO

Ketua Chairman	Presiden Direktur (merangkap anggota)	President Director (concurrently a member)
Pengganti Ketua Substitute Chairman	Direktur Lainnya (merangkap anggota)	Other Director (concurrently member)
Anggota Member	1. Presiden Direktur 2. Direktur yang membawahi Fungsi Operasional 3. Direktur yang membawahi Fungsi Bisnis 4. Direktur yang membawahi Fungsi Manajemen Risiko 5. Group Head/Kepala Divisi Finance 6. Group Head/Kepala Divisi Treasury 7. Group Head/Kepala Manajemen Risiko	1. President Director 2. Director in charge of Operational Function 3. Director in charge of Business Functions 4. Director in charge of the Risk Management Function 5. Group Head/Head of Finance Division 6. Group Head/Head of Treasury Division 7. Group Head/Head of Risk Management
Sekretaris Secretary	Divisi Enterprise Risk Management	Enterprise Risk Management Division.
Terundang Invited	Group Head/Kepala Divisi lainnya apabila diperlukan atau diwakili oleh pejabat level di bawahnya.	Other Group Heads/Division Heads if needed or represented by lower level officials.

Tugas dan Tanggung Jawab ALCO

Tugas Komite Aset dan Liabilitas sesuai Piagam Komite Aset dan Liabilitas paling kurang meliputi:

1. Melakukan kajian atau tinjauan (*review*) terhadap kebijakan dan strategi pengelolaan *asset* dan kewajiban Bank secara keseluruhan.
2. Memberikan rekomendasi kepada Direksi Bank terkait kebijakan dan strategi pengelolaan *asset* dan kewajiban Bank.
3. Melakukan evaluasi terhadap implementasi/ pelaksanaan kebijakan dan strategi pengelolaan *asset* dan kewajiban Bank dalam rangka memenuhi peraturan perundang-undangan yang berlaku terkait dengan pelaksanaan prinsip kehati-hatian oleh Bank selaku Bank Umum Syariah.
4. Memastikan kecukupan sumber daya dan *system* terkait pengelolaan aset dan kewajiban serta aktivitas terkait dengan pengendalian risiko pasar, risiko likuiditas, risiko imbal hasil dan risiko investasi.

ALCO Duties and Responsibilities

The duties of the Assets and Liabilities Committee in accordance with the Assets and Liabilities Committee Charter at least include:

1. Conduct a review or review of the policies and strategies for managing the Bank's assets and liabilities as a whole.
2. Provide recommendations to the Bank's Board of Directors regarding policies and strategies for managing the Bank's assets and liabilities.
3. Evaluate the implementation/implementation of policies and strategies for managing the Bank's assets and liabilities in order to comply with the prevailing laws and regulations related to the implementation of prudential principles by the Bank as a Sharia Commercial Bank.
4. Ensure the adequacy of resources and systems related to asset and liability management as well as activities related to controlling market risk, liquidity risk, return risk and investment risk.

5. Mengkaji eksposur risiko dan komposisi *portfolio* khususnya risiko pasar dan risiko likuiditas baik pada *trading book* maupun *banking book*.
6. Mengkaji dan merumuskan strategi secara luas dalam mengelola risiko pasar, risiko likuiditas, risiko imbal hasil dan risiko investasi terkait dengan profil neraca dan struktur pendanaan Bank.
7. Mengkaji dan memastikan bahwa eksposur risiko dan komposisi *portfolio* khususnya risiko pasar, risiko likuiditas, risiko imbal hasil dan risiko investasi berada pada tingkat risiko yang disetujui Bank.
8. Mengkaji dan memonitor sumber daya, risiko pasar, risiko likuiditas dan *stress test* melalui pelaporan risiko secara berkala.
9. Mengkaji dan memonitor kepatuhan terhadap regulasi internal, eksternal dan limit.
10. Mengkaji dan merekomendasikan prosedur terkait pengelolaan risiko pasar dan risiko likuiditas baik pada *trading book* maupun *banking book*.
11. Mengkaji dan merekomendasikan metodologi atau strategi untuk mengelola *portfolio* Bank terkait dengan:
    a. Perubahan *pricing* untuk produk pendanaan dan pembiayaan termasuk wewenang pemberian *special pricing* dan perubahan nisbah.
    b. *Portfolio* produk *treasury* (*trading* dan *non trading*) dan produk Bank lainnya termasuk volume dan *pricing*-nya.
    c. Proyeksi pendapatan/net imbalan berdasarkan simulasi dan asumsi.
12. Meratifikasi deviasi/pelampauan limit internal dan merekomendasikan program mitigasinya.
13. Berperan sebagai *Liquidity Crisis Management Center* sesuai *Contingency Funding Plan*.
14. Melakukan evaluasi terhadap kinerja ALCO.

Rapat Komite ALCO

ALCO melakukan rapat dengan ketentuan dan mekanisme sebagai berikut:

1. Rapat ALCO dipimpin oleh Ketua ALCO atau Ketua pengganti dalam hal Ketua berhalangan hadir.
2. Rapat ALCO dilaksanakan paling sedikitnya satu kali dalam satu bulan pada jadwal dan agenda yang telah ditetapkan oleh Sekretaris ALCO atau dapat dilaksanakan sewaktu-waktu jika diperlukan.
3. Setiap Anggota ALCO diwajibkan untuk menghadiri Rapat ALCO. Dalam hal Anggota ALCO berhalangan untuk menghadiri Rapat ALCO, maka harus diwakili oleh pejabat di level bawahnya.
4. Kuorum Rapat ALCO hanya dapat dilaksanakan apabila dihadiri oleh sekurang-kurangnya Ketua dan/atau Pengganti Ketua ALCO dan 1 (satu) Direksi lainnya, dan 50% (lima puluh) persen dari jumlah seluruh anggota lainnya selain Direksi.
5. Pengambilan keputusan Rapat ALCO hanya dapat dilaksanakan apabila dihadiri 50% (lima puluh) persen + 1 (satu) dari seluruh anggota Direksi.
6. Materi Rapat ALCO disiapkan dan dikumpulkan oleh Sekretaris ALCO.

5. Assessing risk exposure and portfolio composition, particularly market risk and liquidity risk, in both the trading book and banking book.
6. Review and formulate broad strategies in managing market risk, liquidity risk, return risk and investment risk related to the balance sheet profile and funding structure of the Bank.
7. Review and ensure that risk exposure and portfolio composition in particular market risk, liquidity risk, return risk and investment risk are at the risk level approved by the Bank.
8. Review and monitor resources, market risk, liquidity risk and stress tests through risk reporting on a regular basis.
9. Review and monitor compliance with internal, external and limit regulations.
10. Reviewing and recommending procedures related to the management of market risk and liquidity risk in both the trading book and banking book.
11. Review and recommend methodologies or strategies for managing the Bank's portfolio related to:
    a. Changes in pricing for funding and financing products, including the authority to grant special pricing and changes in ratios.
    b. Portfolio of treasury products (trading and non-trading) and other Bank products including their volume and pricing.
    c. Projected income/net reward based on simulation and assumptions.
12. Ratify internal limit deviations/exceeds and recommend mitigation programs.
13. Act as a Liquidity Crisis Management Center according to the Contingency Funding Plan.
14. Evaluate the performance of ALCO.

ALCO Committee Meeting

ALCO holds meetings with the following provisions and mechanisms:

1. The ALCO meeting is chaired by the ALCO Chair or a substitute Chair in the event that the Chair is unable to attend.
2. The ALCO meeting is held at least once a month on the schedule and agenda set by the ALCO Secretary or can be held at any time if needed.
3. Every ALCO Member is required to attend the ALCO Meeting. In the event that an ALCO Member is unable to attend the ALCO Meeting, it must be represented by an official at the lower level.
4. ALCO Meeting Quorum can only be held if attended by at least the Chair and/or Substitute Chairperson of ALCO and 1 (one) other Board of Directors, and 50% (fifty) percent of the total members other than the Board of Directors.
5. The decision making of the ALCO Meeting can only be carried out if it is attended by 50% (fifty) percent + 1 (one) of all members of the Board of Directors.
6. ALCO Meeting Materials are prepared and collected by the ALCO Secretary.

7. Hasil keputusan Rapat ALCO adalah sah jika diputuskan oleh Anggota ALCO yang memiliki hak suara yang menghadiri Rapat ALCO.
8. Setiap Rapat ALCO dan hasil keputusannya dituangkan ke dalam Risalah Rapat ALCO yang dibuat dan disampaikan oleh Sekretaris ALCO kepada Ketua ALCO untuk ditandatangani oleh Ketua ALCO dan Sekretaris ALCO.
9. Risalah Rapat ALCO yang telah ditandatangani oleh Ketua ALCO dan Sekretaris ALCO selanjutnya didistribusikan oleh Sekretaris ALCO kepada unit kerja terkait.
10. Seluruh dokumen Rapat ALCO dikumpulkan dan didokumentasikan oleh Sekretaris ALCO.
11. Hasil keputusan Rapat ALCO yang terkait dengan seluruh unit kerja ditindaklanjuti oleh ALCO dengan menyampaikan memorandum kepada seluruh unit kerja dengan diketahui oleh Direksi. Hasil keputusan Rapat ALCO yang ditindaklanjuti oleh unit kerja terkait disampaikan melalui memorandum khusus.

Di tahun 2021 ALCO telah mengadakan rapat sebanyak 13 (tiga belas) kali dengan risalah dan rekapitulasi kehadiran rapat sebagai berikut:

7. The decision of the ALCO Meeting is valid if it is decided by the ALCO Member who has voting rights attending the ALCO Meeting.
8. Each ALCO Meeting and the results of its decisions are recorded in the Minutes of the ALCO Meeting which is prepared and submitted by the ALCO Secretary to the ALCO Chair to be signed by the ALCO Chair and ALCO Secretary.
9. Minutes of the ALCO Meeting which have been signed by the Chairman of ALCO and the Secretary of ALCO are then distributed by the Secretary of ALCO to the relevant work units.
10. All ALCO Meeting documents are collected and documented by the ALCO Secretary.
11. ALCO Meeting decisions related to all work units are followed up by ALCO by submitting a memorandum to all work units with the knowledge of the Board of Directors. The results of the ALCO Meeting decisions which are followed up by the relevant work units are submitted through a special memorandum.

In 2021 ALCO has held 13 (thirteen) meetings with the following minutes and recapitulation of meeting attendance:

Agenda dan Peserta Rapat ALCO
ALCO Meeting Agenda and Participants

No	Tanggal Pelaksanaan Implementation date	Agenda Rapat Meeting agenda	Peserta Rapat Meeting participants
1.	21 Januari 2021 January 21, 2021	• Pemaparan laporan Ekonomi Makro-indikator ekonomi. • Pemaparan laporan aset dan liabilitas. • Pemaparan laporan manajemen risiko. • Pemaparan COF & BFR. • Pemaparan Aset dan pendapatan *Treasury*. • Proposal pengajuan nisbah dan indicative rate. • Presentation of Macro-economic indicators. • Presentation of asset and liability reports. • Presentation of risk management reports. • Exposure to COF & BFR. • Exposure to Treasury Assets and income. • Proposal for submission of ratio and indicative rate.	Seluruh anggota Komite ALCO All members ALCO Committee
2.	23 Februari 2021 February 23, 2021	• Persetujuan penempatan dana hasil IPO. • Persetujuan penempatan ke dalam SUKBI atau FASBIS. • Pemaparan perhitungan COF dan BFR. • Approval for placement of IPO proceeds. • Approval of placement into SUKBI or FASBIS. • Presentation of COF and BFR calculations.	Seluruh anggota Komite ALCO All members ALCO Committee
3.	25 Maret 2021 March 25, 2021	• Pemaparan kinerja reksadana. • Pemaparan perhitungan *weighted* dari SDBK dan *rate* tabungan dari bank kompetitor. • Pemaparan COF dan BFR. • Presentation of mutual fund performance. • Presentation of weighted calculations from SDBK and savings rates from competing banks. • Exposure to COF and BFR.	Seluruh anggota Komite ALCO All members ALCO Committee
4.	21 April 2021 April 21, 2021	• Pemaparan kinerja reksadana. • Pemaparan *pipeline funding*. • Pemaparan COF dan BFR. • Presentation of mutual fund performance. • Exposure to pipeline funding. • Exposure to COF and BFR.	Seluruh anggota Komite ALCO All members ALCO Committee

Agenda dan Peserta Rapat ALCO
ALCO Meeting Agenda and Participants

No	Tanggal Pelaksanaan Implementation date	Agenda Rapat Meeting agenda	Peserta Rapat Meeting participants
5.	21 Mei 2021 May 21, 2021	• Pemaparan kinerja reksadana. • Pemaparan COF dan BFR. • Presentation of mutual fund performance. • Exposure to COF and BFR.	Seluruh anggota Komite ALCO All members ALCO Committee
6.	22 Juni 2021 June 22, 2021	• Persetujuan pricing, nisbah & indikasi rate DPK. • Persetujuan COF dan BFR. • Persetujuan *ractified* pembelian sukuk ritel. • Persetujuan *ractified* SIMA *placement*. • Pemaparan rekomendasi *treasury*. • Approval of pricing, ratio & indication of TPF rate. • COF and BFR approval. • Approval of ractified retail sukuk purchases. • Approval of ractified SIMA placement. • Presentation of treasury recommendations.	Seluruh anggota Komite ALCO All members ALCO Committee
7.	27 Juli 2021 July 27, 2021	• Persetujuan ratifikasi SIMA. • Persetujuan *pricing*, nisbah, indikasi rate. • Pemaparan COF & BFR. • Pemaparan *Liquidity Contingency Plan*. • Approval of SIMA ratification. • Approval of pricing, ratio, rate indication. • COF & BFR exposure. • Presentation of the Liquidity Contingency Plan.	Seluruh anggota Komite ALCO All members ALCO Committee
8.	27 Agustus 2021 August 27, 2021	• Pemaparan SIMA Placement. • Pemaparan kinerja reksadana. • Persetujuan *pricing*, nisbah, indikasi rate. • Persetujuan COF & BFR. • Persetujuan penetapan *safety* level likuiditas. • Presentation of SIMA Placement. • Presentation of mutual fund performance. • Approval of pricing, ratio, rate indication. • COF & BFR approval. • Approval for determining the safety level of liquidity.	Seluruh anggota Komite ALCO All members ALCO Committee
9.	1 September 2021 September 1, 2021	Pemaparan mengenai *stress test* surat berharga AFS. Presentation on the stress test of AFS securities.	Seluruh anggota Komite ALCO All members ALCO Committee
10.	28 September 2021 September 28, 2021	• Pemaparan informasi SIMA *placement*. • Pemaparan *update* kinerja reksadana. • Pemaparan *strategy* investasi post right issue. • Persetujuan *pricing*, nisbah & indikasi rate. • Persetujuan COF & BFR. • Persetujuan penetapan limit deposan inti. • Persetujuan *update/review limit trigger unrealized loss* surat berharga AFS. • Persetujuan format komite ALCO. • Presentation of SIMA placement information. • Presentation of mutual fund performance updates. • Presentation of the post right issue investment strategy. • Approval of pricing, ratio & rate indication. • COF & BFR approval. • Approval of limit for core depositors. • Approval of update/review limit trigger unrealized loss of AFS securities. • Approval of the ALCO committee format.	Seluruh anggota Komite ALCO All members ALCO Committee
11.	26 Oktober 2021 October 26, 2021	• Pemaparan informasi SIMA placement. • Pemaparan update kinerja reksadana. • Persetujuan pricing, nisbah & indikasi rate. • Persetujuan COF & BFR. • Pemaparan strategy manage likuiditas bank. • Persetujuan fitur produk baru. • Persetujuan mekanisme bagi hasil dari accrual basis menjadi cash basis. • Presentation of SIMA placement information. • Presentation of mutual fund performance updates. • Approval of pricing, ratio & rate indication. • COF & BFR approval. • Presentation of bank liquidity management strategy. • Approval of new product features. • Approval of profit sharing mechanism from accrual basis to cash basis.	Seluruh anggota Komite ALCO All members ALCO Committee

Agenda dan Peserta Rapat ALCO
ALCO Meeting Agenda and Participants

No	Tanggal Pelaksanaan Implementation date	Agenda Rapat Meeting agenda	Peserta Rapat Meeting participants
12.	29 November 2021 November 29, 2021	• Pemaparan *income* surat beharga. • Pemaparan informasi SIMA placement. • Pemaparan update kinerja reksadana. • Pemaparan analisis fundamental. • Persetujuan pricing, nisbah & indikasi rate. • Persetujuan COF & BFR. • Informasi neraca keuangan dan laba rugi. • Persetujuan proposal bagi hasil. • Exposure of securities income. • Presentation of SIMA placement information. • Presentation of mutual fund performance updates. • Exposure to fundamental analysis. • Approval of pricing, ratio & rate indication. • COF & BFR approval. • Information on balance sheet and profit and loss. • Approval of profit sharing proposals.	Seluruh anggota Komite ALCO All members ALCO Committee
13.	21 Desember 2021 December 21, 2021	• Pemaparan *income* surat beharga. • Pemaparan informasi SIMA placement. • Pemaparan update kinerja reksadana. • Persetujuan counterpart limit – utilisasi SIMA. • Persetujuan pricing, nisbah & indikasi rate. • Persetujuan COF & BFR. • Informasi neraca keuangan dan laba rugi. • Persetujuan proposal perpanjangan *promotional period* untuk pembiayaan. • Exposure of securities income. • Presentation of SIMA placement information. • Presentation of mutual fund performance updates. • Approval of counterpart limit – SIMA utilization. • Approval of pricing, ratio & rate indication. • COF & BFR approval. • Information on balance sheet and profit and loss. • Approval of the proposal for the extension of the promotional period for financing.	Seluruh anggota Komite ALCO All members ALCO Committee

Rekapitulasi Kehadiran Direksi pada Rapat
Recapitulation of Attendance of the Board of Directors at the Meeting

Direksi Directors	Jumlah Rapat Number of Meetings	Jumlah Kehadiran Number of Meetings	Persentase Kehadiran Attendance Percentage
Dyota Marsudi (Ketua Merangkap Anggota) Dyota Marsudi (Chairman concurrently member)	2	2	100%
Basuki Hidayat (Pengganti Ketua merangkap anggota) Basuki Hidayat (Substitute Chairman concurrently member)	13	11	85%
Mohammad Riza (Anggota) Mohammad Riza (Member)	13	12	92%
Baiq Nadea Dzurriatin (Anggota) Baiq Nadea Dzurriatin (Member)	13	13	100%
Firdila Sari (Anggota) Firdila Sari (Member)	2	2	100%
Rata-rata Average			**95%**

Pelaksanaan Tugas ALCO

Pada tahun 2021, ALCO telah merealisasikan kegiatan yang berkaitan dengan tugas dan fungsinya, antara lain yaitu:

1. Melakukan *review* terhadap kinerja keuangan dan permodalan;
2. Merekomendasikan strategi untuk mengelola *portfolio* Bank yang terkait pada perubahan *pricing, portfolio* produk *treasury* dan proyeksi pendapatan/net imbalan berdasarkan simulasi dan asumsi;
3. Melakukan pemantauan terhadap perkembangan rasio likuiditas bank;

Komite Manajemen Risiko/*Risk Management Committee* (RMC)

Komite Manajemen Risiko atau *Risk Management Committee* (RMC) dibentuk oleh Direksi untuk membantu pelaksanaan tugas dan wewenang Dewan Direksi terkait dengan penerapan manajemen risiko secara efektif di Perseroan.

Dasar Hukum

Pembentukan Komite Manajemen Risiko didasarkan pada peraturan-peraturan antara lain sebagai berikut:

1. Peraturan Otoritas Jasa Keuangan No. 65/POJK.03/2016 tanggal 23 Desember 2016 tentang Penerapan Manajemen Risiko Bagi Bank Umum Syariah dan Unit Usaha Syariah.
2. Peraturan Bank Indonesia No. 11/33/PBI/2009 tanggal 7 Desember 2009 tentang Pelaksanaan *Good Corporate Governance* bagi Bank Umum Syariah dan Unit Usaha Syariah.
3. Surat Edaran Bank Indonesia No. 12/13/DPbS tanggal 30 April 2010 perihal Pelaksanaan *Good Corporate Governance* bagi Bank Umum Syariah dan Unit Usaha Syariah.
4. Kebijakan Manajemen Risiko PT Bank Aladin Syariah Tbk.
5. *Term of Reference* (TOR) RMC.

Term of Reference (TOR) RMC

Perseroan telah memiliki *Term of Reference* (TOR) RMC yang mengatur antara lain struktur dan keanggotaan Komite Manajemen Risiko, ketentuan dan mekanisme pelaksanaan rapat, dan sekretariat. *Term of Reference* (TOR) RMC terakhir dikinikan pada April 2020 dan akan diperbaharui sesuai dengan perkembangan regulasi yang berlaku serta kondisi terkini dari Bank.

Implementation of ALCO's Tasks

In 2021, ALCO has realized activities related to its duties and functions, as follow:

1. Reviewing financial and capital performance;
2. Recommend strategies for managing the Bank's portfolio related to changes in pricing, treasury product portfolio and projected income/net rewards based on simulations and assumptions;
3. Monitoring the development of bank liquidity ratios;

Risk Management Committee (RMC)

The Risk Management Committee (RMC) was formed by the Board of Directors to assist the implementation of the duties and authorities of the Board of Directors related to the implementation of effective risk management in the Bank.

Legal basis

The establishment of the Risk Management Committee is based on the following regulations:

1. Financial Services Authority Regulation No. 65/POJK.03/2016 dated December 23, 2016 concerning the Implementation of Risk Management for Islamic Commercial Banks and Sharia Business Units.
2. Bank Indonesia Regulation No. 11/33/PBI/2009 dated December 7, 2009 concerning the Implementation of Good Corporate Governance for Sharia Commercial Banks and Sharia Business Units.
3. Bank Indonesia Circular No. 12/13/DPbS dated 30 April 2010 regarding the Implementation of Good Corporate Governance for Sharia Commercial Banks and Sharia Business Units.
4. Risk Management Policy of PT Bank Aladin Syariah Tbk.
5. Terms of Reference (TOR) RMC.

Term of Reference (TOR) RMC

The Bank has an RMC Term of Reference (TOR) which regulates, among others, the structure and membership of the Risk Management Committee, the provisions and mechanisms for conducting meetings, and the secretariat. The last RMC Term of Reference (TOR) was updated in April 2020 and will be updated in accordance with the development of applicable regulations and the latest conditions from the Bank.

Struktur RMC		RMC structure
Ketua Chairman	Presiden Direktur	President Director
Pengganti Ketua Substitute Chairman	Direktur Lainnya	Other Director
Anggota Member	1. Presiden Direktur 2. Direktur Bisnis 3. Direktur Operasional 4. Direktur Kepatuhan	1. President Director 2. Business Director 3. Director of Operations 4. Compliance Director
Undangan Invitation	Komite dapat menunjuk undangan lainnya sesuai dengan agenda rapat.	The Committee may appoint other invitees according to the meeting agenda.
Undangan Tetap Fixed Invitation	1. *Head Enterprise Risk Management.* 2. *Head Operations.* 3. *Head Financing & Accounting Bisnis.* 4. *Head Internal Audit.* 5. *Head Compliance, Sharia & AML – CFT.*	1. Head of Enterprise Risk Management. 2. Head of Operations. 3. Head of Financing & Accounting Bisnis. 4. Head of Internal Audit. 5. Head of Compliance, Sharia & AML – CFT.
Kuorum Quorum	Rapat Komite ini hanya dapat dilaksanakan saat dihadiri oleh minimum 2 (dua) orang anggota termasuk Ketua.	This Committee meeting can only be held when attended by a minimum of 2 (two) members including the Chairman.
Frekuensi Rapat Meeting Frequency	Triwulan, atau lebih cepat jika diperlukan oleh Ketua Rapat/Anggota.	Quarterly, or sooner if required by the Chairperson of the Meeting/Member.
Sekretaris Secretary	Petugas di *Enterprise Risk Management.*	Officer at Enterprise Risk Management.

Tugas dan Tanggung Jawab RMC

1. Mengevaluasi penyusunan kerangka, strategi, kebijakan dan pedoman penerapan Manajemen Risiko.
2. Perbaikan atau penyempurnaan pelaksanaan Manajemen Risiko berdasarkan hasil evaluasi pelaksanaan Manajemen Risiko;
3. Mengevaluasi eksposur risiko dan profil risiko Bank.
4. Mengevaluasi penetapan kebijakan dan/atau keputusan bisnis yang tidak sesuai dengan prosedur Normal.

RMC Duties and Responsibilities

1. Evaluate the preparation of the framework, strategies, policies and guidelines for the implementation of Risk Management.
2. Improvement or improvement of the implementation of Risk Management based on the results of the evaluation of the implementation of Risk Management;
3. Evaluating the risk exposure and risk profile of the Bank.
4. Evaluating the determination of policies and/or business decisions that are not in accordance with normal procedures.

Rapat RMC

RMC melakukan rapat dengan frekuensi rapat triwulanan atau jika diperlukan sesuai ketentuan kuorum kehadiran minimal 50% dari seluruh anggota RMC. Selama tahun 2021 RMC telah mengadakan rapat sebanyak 6 (enam) kali dengan risalah dan rekapitulasi kehadiran rapat sebagai berikut:

RMC meeting

RMC conducts meetings with a frequency of quarterly meetings or if necessary in accordance with the provisions of a minimum attendance quorum of 50% of all RMC members. During 2021 RMC held 6 (six) meetings with the following minutes and recapitulation of meeting attendance:

Agenda dan Peserta Rapat RMC
RMC Meeting Agenda and Participants

No	Tanggal Pelaksanaan Implementation date	Agenda Rapat Meeting agenda	Peserta Rapat Meeting participants
1.	21 Januari 2021 January 21, 2021	• Pemaparan profil risiko Q4 2020. • Penetapan *Risk Appetite* dan *Risk Tolerance.* • Exposure of the Q4 2020 risk profile. • Determination of Risk Appetite and Risk Tolerance.	Seluruh Komite RMC All RMC Committee
2.	21 April 2021 April 21, 2021	• Pemaparan profil risiko Q1 2021. • Proposal penyesuaian kertas kerja perhitungan profil risiko. • Pengajuan persetujuan perubahan indikator *risk appetite* dan *risk tolerance.* • Exposure of the Q1 2021 risk profile. • Proposal for adjustment of risk profile calculation working paper. • Submission of approval for changes in risk appetite and risk tolerance indicators.	Seluruh Komite RMC All RMC Committee

No	Tanggal Pelaksanaan Implementation date	Agenda Rapat Meeting agenda	Peserta Rapat Meeting participants
3.	29 September 2021 September 29, 2021	• Pemaparan profil risiko Q2 2021. • Persetujuan metodologi profil risiko, rentabilitas, permodalan. • Persetujuan target pembiayaan sektor industri. • Persetujuan negatif list, limit sektor industri, RAC, FRR. • Exposure of the Q2 2021 risk profile. • Approval of risk profile methodology, profitability, capital. • Approval of industrial sector financing targets. • Approval of negative list, industrial sector limit, RAC, FRR.	Seluruh Komite RMC All RMC Committee
4.	26 Oktober 2021 October 26, 2021	• Pemaparan profil risiko Q3 2021. • Persetujuan Risk Acceptance Criteria (RAC) Pembiayaan . • Exposure of the Q3 2021 risk profile. • Approval of the Risk Acceptance Criteria (RAC) for Financing	Seluruh Komite RMC All RMC Committee
5.	19 November 2021 November 19, 2021	• Persetujuan RAC BPR/BPRS, *Multifinance*, P2P, *end user executing*, *invoice financing*. • Pemaparan informasi rencana pelaksanaan BCP. • Approval of RAC BPR/BPRS, Multifinance, P2P, executing end users, invoice financing. • Information on the BCP implementation plan.	Seluruh Komite RMC All RMC Committee
6.	28 Desember 2021 December 28, 2021	• Persetujuan perubahan ketentuan KMR. • Persetujuan perubahan *risk appetite* dan *risk tolerance*. • Persetujuan parameter dan indikator profil risiko. • Approval of changes to the provisions of KMR. • Approval of changes in risk appetite and risk tolerance. • Approval of risk profile parameters and indicators.	Seluruh Komite RMC All RMC Committee

Rekapitulasi Kehadiran Direksi pada Rapat
Recapitulation of Attendance of the Board of Directors at the Meeting

Direksi Directors	Jumlah Rapat Number of Meetings	Jumlah Kehadiran Number of Attendance	Persentase Kehadiran Attendance Percentage
Dyota Marsudi (Ketua Merangkap Anggota) Dyota Marsudi (Chairman concurrently member)	2	2	100%
Mohammad Riza (Anggota) Mohammad Riza (Member)	6	6	100%
Basuki Hidayat (Anggota) Basuki Hidayat (Member)	6	5	83%
Baiq Nadea Dzurriatin (Anggota) Baiq Nadea Dzurriatin (Member)	6	6	100%
Firdila Sari (Anggota) Firdila Sari (Member)	2	2	100%
Rata-rata Average			**100%**

Pelaksanaan Tugas RMC

Pada tahun 2021, RMC telah merealisasikan kegiatan yang berkaitan dengan tugas dan fungsinya, yaitu:

1. Mengevaluasi penyusunan kerangka, strategi, kebijakan dan pedoman penerapan manajemen risiko.
2. Perbaikan atau penyempurnaan pelaksanaan Manajemen Risiko berdasarkan hasil evaluasi pelaksanaan Manajemen Risiko.
3. Mengevaluasi eksposur risiko dan profil risiko
4. Mengevaluasi penetapan kebijakan dan/atau keputusan bisnis yang tidak sesuai dengan prosedur manual.

RMC Task Implementation

In 2021, RMC has realized activities related to its duties and functions, namely:

1. Evaluate the preparation of the framework, strategies, policies and guidelines for the implementation of risk management.
2. Improvement or improvement of the implementation of Risk Management based on the results of the evaluation of the implementation of Risk Management.
3. Evaluate risk exposure and risk profile
4. Evaluating the determination of policies and/or business decisions that are not in accordance with manual procedures.

KOMITE PEMBIAYAAN/ *CREDIT COMMITTEE* (CC)

Komite Pembiayaan atau *Credit Committee* (CC) dibentuk Direksi dengan tujuan untuk membantu Direksi dalam pelaksanaan fungsi pengawasan terkait pembiayaan.

Dasar Hukum

Dasar Pembentukan *Credit Committee* melalui ketentuan dan peraturan antara lain sebagai berikut:

1. Peraturan Otoritas Jasa Keuangan No. 65/ POJK.03/2016 tanggal 23 Desember 2016 tentang Penerapan Manajemen Risiko Bagi Bank Umum Syariah dan Unit Usaha Syariah.
2. Peraturan Bank Indonesia No. 7/3/PBI/2005 Tentang BMPK Bank Umum.
3. Peraturan Bank Indonesia No. 8/13/PBI/2006 Tentang Perubahan Atas Peraturan Bank Indonesia No. 7/3/PBI/2005 Tentang BMPK Bank Umum.
4. Peraturan Otoritas Jasa Keuangan Nomor 32/ POJK.03/2018 Tentang Batas Maksimum Pemberian Kredit dan Penyediaan Dana Besar bagi Bank Umum.
5. Peraturan Otoritas Jasa Keuangan No. 42/ POJK.03/2017 Tentang Kewajiban Penyusunan Dan Pelaksanaan Kebijakan Perkreditan Atau Pembiayaan Bank Bagi Bank Umum.
6. Piagam *Credit Committee*.

Piagam *Credit Committee*

Credit Committee telah memiliki *Term of Reference* (TOR) CC yang mengatur antara lain struktur dan Keanggotaan, tugas dan tanggung jawab, ketentuan limit kewenangan dan sekretariat. Piagam Komite akan dikinikan dan akan diperbaharui sesuai dengan perkembangan regulasi yang berlaku serta kondisi terkini dari Bank.

Struktur Komite *Credit Committee*

Ketua Chairman	Direktur Utama President director
Pengganti Ketua Substitute Chairman	Direktur Operasional dan Direktur Bisnis. 1. Kepala Unit Kerja Legal. 2. Komite dapat menunjuk undangan lainnya dalam rapat Komite Pembiayaan sesuai dengan agenda rapat. Director of Operations and Director of Business. 1. Head of Legal Work Unit. 2. The Committee may appoint other invitees in the meeting of the Financing Committee in accordance with the meeting agenda.
Anggota Tetap (*Voting Member*) Permanent Member (Voting Member)	1. Direktur Operasional. 2. Direktur Bisnis. 1. Director of Operations. 2. Business Director.
Anggota Tetap (*Non-Voting Member*) Permanent Member (Non-Voting Member)	1. Direktur Kepatuhan. 2. Kepala Unit Kerja *Financing Risk Assessment*. 1. Compliance Director. 2. Head of the Financing Risk Assessment Work Unit.
Sekretaris Secretary	Unit Kerja *Financing Risk Assessment*. Sekretaris akan menginformasikan jadwal rapat, membuat, mendokumentasikan dan mensirkulasi notulen rapat. Notulen dapat minimal harus ditandatangani oleh Ketua Rapat. Financing Risk Assessment Work Unit. The secretary will inform the meeting schedule, create, document and circulate the minutes of the meeting. Minutes must at least be signed by the Chairperson of the Meeting.

CREDIT COMMITTEE (CC)

The Financing Committee or Credit Committee (CC) was formed by the Board of Directors with the aim of assisting the Board of Directors in carrying out the supervisory function related to financing.

Legal basis

The basis for the establishment of the Credit Committee through the following provisions and regulations:

1. Financial Services Authority Regulation No. 65/ POJK.03/2016 dated December 23, 2016 concerning the Implementation of Risk Management for Islamic Commercial Banks and Sharia Business Units.
2. Bank Indonesia Regulation No. 7/3/PBI/2005 concerning the LLL for Commercial Banks.
3. Bank Indonesia Regulation No. 8/13/PBI/2006 concerning Amendments to Bank Indonesia Regulation No. 7/3/PBI/2005 concerning the LLL for Commercial Banks.
4. Financial Services Authority Regulation Number 32/ POJK.03/2018 concerning the Maximum Limit for Loans and Provision of Large Funds for Commercial Banks.
5. Financial Services Authority Regulation No. 42/ POJK.03/2017 concerning Obligations to Prepare and Implement Credit or Bank Financing Policies for Commercial Banks.
6. Credit Committee Charter.

Credit Committee Charter

The Credit Committee has a CC Term of Reference (TOR) which regulates, among others, the structure and membership, duties and responsibilities, limits on authority and secretariat. The Committee Charter will be updated and will be updated in accordance with the development of applicable regulations and the latest conditions from the Bank.

Credit Committee Committee Structure

Ketua Chairman	Direktur Utama President director
Pengganti Ketua Substitute Chairman	Direktur Operasional dan Direktur Bisnis. 1. Kepala Unit Kerja Legal. 2. Komite dapat menunjuk undangan lainnya dalam rapat Komite Pembiayaan sesuai dengan agenda rapat. Director of Operations and Director of Business. 1. Head of Legal Work Unit. 2. The Committee may appoint other invitees in the meeting of the Financing Committee in accordance with the meeting agenda.
Anggota Tetap (*Voting Member*) Permanent Member (Voting Member)	1. Direktur Operasional. 2. Direktur Bisnis. 1. Director of Operations. 2. Business Director.
Anggota Tetap (*Non-Voting Member*) Permanent Member (Non-Voting Member)	1. Direktur Kepatuhan. 2. Kepala Unit Kerja *Financing Risk Assessment*. 1. Compliance Director. 2. Head of the Financing Risk Assessment Work Unit.
Sekretaris Secretary	Unit Kerja *Financing Risk Assessment*. Sekretaris akan menginformasikan jadwal rapat, membuat, mendokumentasikan dan mensirkulasi notulen rapat. Notulen dapat minimal harus ditandatangani oleh Ketua Rapat. Financing Risk Assessment Work Unit. The secretary will inform the meeting schedule, create, document and circulate the minutes of the meeting. Minutes must at least be signed by the Chairperson of the Meeting.

Tugas dan Tanggung Jawab *Credit Committee*

1. Tugas Komite *Credit Committee* adalah sebagai berikut:
   a. Memberikan *review* independen dan persetujuan/penolakan pembiayaan sesuai limit kewenangan yang dimiliki.
   b. Melakukan koordinasi dengan Komite Aset dan Kewajiban/*Asset and Liability Committee* (ALCO).
2. Tanggung Jawab Komite *Credit Committee* adalah sebagai berikut:
   a. Memberi persetujuan Pembiayaan berdasarkan kompetensinya secara jujur, objektif, cermat serta seksama.
   b. Menolak permintaan dan/atau pengaruh pihak yang berkepentingan dengan pemohon Pembiayaan untuk memberikan persetujuan Pembiayaan yang hanya bersifat formalitas.
   c. Tunduk dan patuh terhadap Kode Etik dan Pedoman Perilaku PT Bank Aladin Syariah Tbk (d/h PT Bank Net Indonesia Syariah).
   d. Memastikan setiap saat kehati-hatian dan analisa yang mendalam dalam memberikan persetujuan pembiayaan dengan tetap memperhatikan target pertumbuhan pembiayaan serta *standard* dan kebijakan risiko pembiayaan yang berlaku.
   e. Mendukung bisnis untuk membentuk praktik manajemen risiko pembiayaan dalam proses persetujuan, pengukuran, pelaporan, *Monitoring*, pembatasan dan analisa risiko.
   f. Mendukung bisnis dalam melakukan identifikasi, klarifikasi dan pengelolaan pembiayaan bermasalah.
3. Wewenang Komite *Credit Committee* adalah sebagai berikut:

Credit Committee Duties and Responsibilities

1. The duties of the Credit Committee are as follows:
   a. Provide independent review and approval/rejection of financing in accordance with the limit of authority owned.
   b. Coordinate with the Asset and Liability Committee (ALCO).
2. The duties of the Credit Committee are as follows:
   a. Approve financing based on competence in an honest, objective, thorough and thorough manner.
   b. Refuse requests and/or influence of parties with an interest in Financing applicants to give approval for Financing which is only a formality.
   c. Obey and comply with the Code of Ethics and Code of Conduct of PT Bank Aladin Syariah Tbk (formerly PT Bank Net Indonesia Syariah).
   d. Ensure at all times prudence and in-depth analysis in granting financing approvals while taking into account the financing growth targets and applicable financing risk standards and policies.
   e. Support businesses to establish financing risk management practices in the process of approval, measurement, reporting, monitoring, limitation and risk analysis.
   f. Support businesses in identifying, clarifying and managing non-performing financing. The authority to decide on the Credit Committee is as follows:
3. The authority of the Credit Committee is as follows:

	Wewenang Authority	**Limit**
a	Menyetujui fasilitas pembiayaan sebagai berikut: 1. Baru. 2. Penambahan. 3. Perpanjangan. 4. *Review*. Approved the following financing facilities: 1. New. 2. Additions. 3. Extension. 4. Reviews.	1. Pemilik wewenang untuk memutus pembiayaan: a. Direktur Utama; b. Direktur Operasional; c. Direktur Bisnis. 2. Dalam memutuskan pembiayaan Komite memperhatikan batas BMPK/BMPD. 1. The owner of the authority to decide on financing: a. President Director; b. Director of Operations; c. Business Director. 2. In deciding the financing, the Committee takes into account the BMPK/BMPD limits.
b	Menyetujui Restrukturisasi Pembiayaan. Approved the Restructuring of Financing.	
c	Menyetujui Investasi kepada Surat Berharga Korporasi. Approve Investment in Corporate Securities.	
d	Menyetujui Pemberian Limit Transaksi Penempatan Antar Bank Approved the Provision of Interbank Placement Transaction Limits	
e	Menyetujui Fasilitas Transaksi Trade Finance sebagai berikut: 1. *Letter of Credit* (L/C). 2. Surat Kredit Berdokumen Dalam Negeri (SKBDN). 3. Bank Garansi. Approved the Trade Finance Transaction Facility as follows: 1. Letter of Credit (L/C). 2. Domestic Documentary Letter of Credit (SKBDN). 3. Bank guarantee.	
f	Menyetujui Action Plan dan Proposal untuk pembiayaan bermasalah (macet dan hapus buku). Approved Action Plans and Proposals for non-performing financing (lost and write-off).	

Ketentuan Limit Kewenangan Komite *Credit Committee*

Ketentuan limit kewenangan Komite *Credit Committee* adalah sebagai berikut:

1. Limit memutus adalah per nasabah dan/atau per kelompok nasabah tergantung pada limit keseluruhan nasabah/kelompok nasabah. *Standalone facilities* (contoh: fasilitas yang dijamin penuh dengan jaminan likuid) tetap dapat disetujui atas dasar *standalone basis*.
2. Fasilitas pembiayaan yang melampaui wewenang Direksi (tidak tercantum dalam daftar diatas) wajib tunduk pada anggaran dasar perusahaan.
3. Wewenang limit yang diatur berlaku untuk semua fasilitas pembiayaan kecuali ditentukan berbeda berdasarkan ketentuan tersendiri.
4. Seluruh proposal pembiayaan dan restrukturisasi wajib melalui proses *review* oleh Departemen Independen (selain Departemen Pengusul) sebelum disetujui oleh Komite Pembiayaan.
5. Pembiayaan (baru, penambahan, perpanjangan, *review* dan restrukturisasi) kepada pihak terkait wajib memperoleh persetujuan Dewan Komisaris agar tidak melanggar ketentuan BMPK/BMPD.
6. Persetujuan pemberian pembiayaan harus memenuhi kuorum anggota komite pembiayaan yang memiliki kewenangan limit pemutus pembiayaan.

Rapat Komite *Credit Committee*

Credit Committee melakukan rapat dengan frekuensi rapat bulanan atau jika diperlukan sesuai ketentuan kuorum kehadiran minimal 50% dari seluruh anggota Komite *Credit Committee*. Selama tahun 2021 *Credit Committee* telah mengadakan rapat sebanyak 3 (tiga) kali dengan risalah dan rekapitulasi kehadiran rapat sebagai berikut:

Credit Committee Authority Limit Provisions

The provisions for the limit of the Credit Committee's authority are as follows:

1. The cut-off limit is per customer and/or per customer group depending on the overall limit of the customer/customer group. Standalone facilities (eg facilities that are fully guaranteed with liquid guarantees) can still be approved on a standalone basis.
2. Financing facilities that exceed the authority of the Board of Directors (not listed above) must be subject to the company's articles of association.
3. The regulated limit authority applies to all financing facilities unless determined differently based on separate provisions.
4. All financing and restructuring proposals must go through a review process by an Independent Department (other than the Proposing Department) before being approved by the Financing Committee.
5. Financing (new, addition, extension, review and restructuring) to related parties must obtain approval from the Board of Commissioners so as not to violate the provisions of the BMPK/BMPD.
6. Approval for granting of financing must meet the quorum of members of the financing committee who have the authority to limit financing.

Credit Committee Meeting

The Credit Committee meets with a monthly meeting frequency or if necessary in accordance with the provisions of a minimum attendance quorum of 50% of all members of the Credit Committee. During 2021 the Credit Committee has held 3 (three) meetings with the minutes and recapitulation of meeting attendance as follows:

Agenda dan Peserta Rapat *Credit Committee*
Credit Committee Meeting Agenda and Participants

No	Agenda Rapat Meeting Agenda	Peserta Rapat Meeting participants
1	Penentuan Pelaksana Pengganti atas Fungsi *Voting Member* Presiden Direktur (yang masih *vacant*). Determination of the Substitute for the Voting Function of the President Director (who is still vacant).	• Basuki Hidayat • Baiq Nadea Dzurriatin • Mohammad Riza
2	Perubahan Struktur Komite Pembiayaan. Changes in the Structure of the Financing Committee.	• Dyota Marsudi • Basuki Hidayat • Baiq Nadea Dzurriatin • Mohammad Riza
3	Pengajuan *Counterparty*/Interbank Limit. Counterparty/Interbank Limit submission.	• Dyota Marsudi • Basuki Hidayat • Baiq Nadea Dzurriatin • Mohammad Riza

Rekapitulasi Kehadiran Direksi pada Rapat
Recapitulation of Attendance of the Board of Directors at the Meeting

Direksi Directors	**Jumlah Rapat** Number of Meetings	**Jumlah Kehadiran** Number of Attendance	**Persentase Kehadiran** Attendance Percentage
Dyota Marsudi (Ketua Merangkap Anggota) Dyota Marsudi (Chairman concurrently member)	2	2	100%
Basuki Hidayat (Pengganti Ketua merangkap Anggota) Basuki Hidayat (Substitute Chairman concurrently Member)	3	3	100%
Mohammad Riza (Anggota) Mohammad Riza (Member)	3	3	100%
Baiq Nadea Dzurriatin (Anggota) Baiq Nadea Dzurriatin (Member)	3	3	100%
Rata-rata Average			**100%**

Sekretaris Perusahaan
Company Secretary

Sekretaris Perusahaan merupakan organ pendukung Direksi yang bertugas sebagai penghubung komunikasi antara Perseroan dengan pihak regulator, nasabah serta pemangku kepentingan lainnya untuk membangun dan menjaga citra positif serta kesinambungan Perseroan.

The Corporate Secretary is a supporting organ for the Board of Directors whose job is to act as a communication liaison between the Bank and regulators, customers and other stakeholders to build and maintain a positive image and sustainability of the Bank.

Dasar Hukum
Sekretaris Perusahaan dibentuk sesuai dengan ketentuan dan peraturan yang berlaku yaitu Pasal 103 Undang-Undang No. 40 Tahun 2007 tentang Perseroan Terbatas ("UUPT") terkait penunjukkan Sekretaris Perusahaan di Perusahaan Terbuka. Direksi dapat mengangkat seorang Sekretaris Perusahaan untuk mendukung tugas-tugas Direksi dan memastikan Perusahaan telah mematuhi peraturan tentang persyaratan keterbukaan sejalan dengan penerapan prinsip-prinsip GCG.

Legal basis
The Corporate Secretary is formed in accordance with the applicable provisions and regulations, namely Article 103 of Law no. 40 of 2007 concerning Limited Liability Companies ("UUPT") regarding the appointment of a Corporate Secretary in a Public Company. The Board of Directors may appoint a Corporate Secretary to support the duties of the Board of Directors and ensure that the Company complies with regulations regarding disclosure requirements in line with the implementation of GCG principles.

Pejabat dan Profil Sekretaris Perusahaan
Sekretaris Perusahaan dijabat oleh Mayang Ekaputri yang diangkat sejak 29 April 2021, berdasarkan Surat Keputusan Direksi No. SK.001.BOD/04.2021 tanggal 29 April 2021 tentang Pejabat Sementara (Pjs) Corporate Secretary.

Officials and Corporate Secretary Profile
The Corporate Secretary is held by Mayang Ekaputri who was appointed on April 29, 2021, based on the Decree of the Board of Directors No. SK.001.BOD/04.2021 dated April 29, 2021 regarding the Temporary Officer (Pjs) of the Corporate Secretary.

Mayang Ekaputri
(Pjs) Sekretaris Perusahaan
Corporate Secretary (Act)

Data Pribadi
Warga Negara Indonesia
Usia 39 tahun

Domisili
Indonesia

Pendidikan
- S1 - Sarjana Teknik, National University of Singapore (2006)
- MBA, Business Administration, University of Chicago Booth School of Business (2020)

Pengalaman Kerja
1. Group Head Finance & Strategy di Bank Net Syariah (Maret 2021 – sekarang)
2. Senior Vice President Treasury Finance di HSBC Indonesia (Januari 2011-Maret 2021)
3. Assistant Vice President Product Control di Credit Suisse Singapura (Juli 2006-Desember 2010)

Personal data
Indonesian citizens
39 years old

Domicile
Indonesia

Education
- Bachelor of Engineering , National University of Singapore (2006)
- MBA, Business Administration, University of Chicago Booth School of Business (2020)

Pengalaman Kerja
1. Group Head Finance & Strategy at Bank Net Syariah (March 2021 – present)
2. Senior Vice President Treasury Finance at HSBC Indonesia (January 2011-March 2021)
3. Assistant Vice President Product Control at Credit Suisse Singapore (July 2006-December 2010)

Tugas dan Tanggung Jawab Sekretaris Perusahaan

Sekretaris Perusahaan berdasarkan Pasal 103 UndangUndang No. 40 Tahun 2007 tentang Perseroan Terbatas ("UUPT") terkait penunjukkan Sekretaris Perusahaan di Perusahaan Terbuka mempunyai tugas dan tanggung jawab sebagai berikut:

1. Mengikuti perkembangan Industri Perbankan Syariah khususnya peraturan perundang-undangan yang berlaku di bidang perbankan Syariah di Indonesia;
2. Memberikan masukan kepada Direksi Bank untuk mematuhi ketentuan-ketentuan yang berlaku, termasuk tapi tidak terbatas Undang-Undang Nomor 40 Tahun 2007 tentang Perseroan Terbatas, Undang-Undang Nomor 8 Tahun 1995 tentang Pasar Modal serta peraturan-peraturan yang berlaku di Republik Indonesia dan sesuai dengan norma-norma *corporate governance* secara umum;
3. Mengikuti perkembangan Pasar Modal khususnya peraturan-peraturan yang berlaku di bidang Pasar Modal;
4. Sebagai penghubung antara Bank dengan Otoritas Jasa Keuangan, Bursa Efek Indonesia, *stakeholder* dan masyarakat;
5. Memelihara hubungan yang baik antara Bank dengan media massa;
6. Memberikan pelayanan kepada masyarakat (pemodal) atas setiap informasi yang dibutuhkan pemodal yang berkaitan dengan kondisi Bank;
7. Melaksanakan kegiatan-kegiatan yang mendukung kegiatan Bank tersebut di atas antara lain Laporan Tahunan, Rapat Umum Pemegang Saham, Keterbukaan Informasi dan lain sebagainya;
8. Mempersiapkan praktik *Good Corporate Governance* (GCG) di lingkungan Bank;
9. Menjaga dan mempersiapkan dokumentasi Bank, termasuk notulen dari Rapat Direksi dan Rapat Dewan Komisaris serta hal-hal terkait.

Pedoman Tugas dan Tanggung Jawab Sekretaris Perusahaan

Pedoman Tugas dan Tanggung Jawab Sekretaris Perusahaan:

1. Mewakili Direksi dalam hubungannya dengan lembaga/institusi baik pemerintah maupun swasta.
2. Bersama dengan Divisi Kepatuhan memantau kepatuhan Perseroan terhadap ketentuan dan peraturan tentang perbankan.
3. Mendukung penerapan dan pelaksanaan *Good Corporate Governance* (GCG) di Perseroan.
4. Memonitor berbagai kegiatan kesekretariatan korporasi dan protokoler, korespondensi dan kerumahtanggaan yang terkait dengan Direksi dan Dewan Komisaris.
5. Menyelenggarakan RUPS dan aksi korporasi.

Duties and Responsibilities of the Corporate Secretary

Corporate Secretary pursuant to Article 103 of Law No. 40 of 2007 concerning Limited Liability Companies ("UUPT") regarding the appointment of a Corporate Secretary in a Public Company, has the following duties and responsibilities:

1. Following the development of the Islamic Banking Industry, especially the prevailing laws and regulations in the field of Sharia banking in Indonesia;
2. Provide input to the Bank's Board of Directors to comply with applicable regulations, including but not limited to Law Number 40 of 2007 concerning Limited Liability Companies, Law Number 8 of 1995 concerning the Capital Market as well as regulations in force in the Republic of Indonesia and in accordance with corporate governance norms in general;
3. Following the development of the Capital Market, especially the regulations in force in the Capital Market sector;
4. As a liaison between the Bank and the Financial Services Authority, the Indonesia Stock Exchange, stakeholders and the public;
5. Maintaining good relations between the Bank and the mass media;
6. Provide services to the public (investors) for any information needed by investors related to the condition of the Bank;
7. Carry out activities that support the Bank's activities mentioned above, including Annual Report, General Meeting of Shareholders, Information Disclosure and so on;
8. Preparing Good Corporate Governance (GCG) practices within the Bank;
9. Maintain and prepare Bank documentation, including the minutes of the Board of Directors and Board of Commissioners Meetings and related matters.

Guidelines for the Duties and Responsibilities of the Corporate Secretary

Guidelines for Duties and Responsibilities of the Corporate Secretary:

1. Representing the Board of Directors in relation to government and private institutions/institutions.
2. Together with the Compliance Division to monitor the Bank's compliance with the provisions and regulations regarding banking.
3. Support the implementation and implementation of Good Corporate Governance (GCG) in the Bank.
4. Monitor various corporate secretarial activities and protocols, correspondence and housekeeping related to the Board of Directors and the Board of Commissioners.
5. Organizing GMS and corporate actions.

6. Melakukan koordinasi dengan unit kerja internal terkait dan pihak eksternal dalam upaya melancarkan kegiatan korporasi dan meningkatkan efektivitas tata kerja yang terkait dengan kegiatan Direksi dan Dewan Komisaris.
7. Mengkoordinasikan/memonitor kegiatan yang berkaitan dengan penerimaan dan penyampaian informasi korporasi serta pelaksanaan rapat Direksi dan Dewan Komisaris.
8. Memberikan pelayanan kepada para pemangku kepentingan (*stakeholders*) atas setiap informasi yang dibutuhkan yang dibutuhkan yang berkaitan dengan kondisi Perseroan Indonesia Syariah Indonesia.
9. Sebagai penghubung atau *contact person* antara Perseroan dengan Regulator dan masyarakat.
10. Melakukan aktivitas yang mendukung pelaksanaan prinsip keterbukaan terutama menyangkut kinerja Perseroan melalui komunikasi kepada pihak-pihak yang berkepentingan.

Struktur Sekretaris Perusahaan

Sekretaris Perusahaan di Perseroan bertanggung jawab langsung kepada Direktur Utama atas pelaksanaan tugas dan tanggung jawabnya.

Program Peningkatan Kompetensi Sekretaris Perusahaan

Perseroan memiliki kebijakan terkait pengembangan kompetensi dalam upaya meningkatkan kemampuan, keahlian dan keterampilan untuk melakukan tugas dan tanggung jawab sebagai Sekretaris Perusahaan. Tentang kegiatan peningkatan kompetensi yang diikuti Sekretaris Perusahaan di sepanjang tahun 2021 dapat dilihat pada bab Profil Perusahaan dalam laporan tahunan ini.

Pelaksanaan Tugas Sekretaris Perusahaan

Pada tahun 2021, Sekretaris Perusahaan telah merealisasikan kegiatan yang berkaitan dengan tugas dan fungsinya, yaitu:

1. Menyelenggarakan dan menghadiri pelaksanaan Rapat Direksi dan membuat risalah hasil Rapat Direksi.
2. Membantu Direksi dalam menyelenggarakan RUPS Tahunan Bank dan RUPSLB yang telah diselenggarakan secara sirkuler.
3. Melakukan pelaporan-pelaporan yang menjadi kewajiban Bank sebagai perusahaan terbuka kepada regulator.
4. Melakukan kegiatan Tanggung Jawab Sosial Perusahaan/*Corporate Social Responsibility* (CSR) program vaksinasi di Alam Sutera (Kota Tangerang), Balaraja (Kabupaten Tangerang), dan Depok serta Program Rumah Oksigen Gotong Royong bersama Yayasan Anak Bangsa Bisa.
5. Melakukan Publikasi kepada Publik terkait Bank.
6. Menerbitkan siaran pers.

6. Coordinate with relevant internal work units and external parties in an effort to expedite corporate activities and improve the effectiveness of work procedures related to the activities of the Board of Directors and the Board of Commissioners.
7. Coordinate/monitor activities related to the receipt and delivery of corporate information as well as the implementation of meetings of the Board of Directors and the Board of Commissioners.
8. Provide services to stakeholders for any required information needed related to the condition of Bank Indonesia Syariah Indonesia.
9. As a liaison or contact person between the Bank and the Regulator and the public.
10. Carry out activities that support the implementation of the principle of transparency, especially regarding the performance of the Bank through communication to interested parties.

Corporate Secretary Structure

The Corporate Secretary at the Bank is directly responsible to the President Director for the implementation of his duties and responsibilities.

Corporate Secretary Competency Improvement Program

The Bank has a policy related to competency development in an effort to improve the ability, expertise and skills to carry out the duties and responsibilities as a Corporate Secretary. Regarding the competency improvement activities that the Corporate Secretary participated in throughout 2021, see the Company Profile chapter in this annual report.

Implementation of the Duties of the Corporate Secretary

In 2021, the Corporate Secretary has realized activities related to his duties and functions, namely:

1. Organize and attend the meeting of the Board of Directors and prepare the minutes of the meeting of the Board of Directors.
2. Assist the Board of Directors in holding the Bank's Annual GMS and EGMS which have been held circularly.
3. Conducting reports that are the obligations of the Bank as a public company to the regulator.
4. Conducting Corporate Social Responsibility (CSR) vaccination programs in Alam Sutera (Tangerang City), Balaraja (Tangerang Regency), and Depok as well as the Gotong Royong Oxygen House Program with the Anak Bangsa Bisa Foundation.
5. Publication of corporate advertising materials.
6. Issued press releases.

Hubungan Investor

Setiap investor atau calon investor diberikan akses untuk mengirimkan pertanyaan kepada Divisi Investor Relations & Corporate Secretary. Pertanyaan juga dapat ditujukan kepada Perusahaan melalui situs *website* https://aladinbank.id/ Hubungi Kami atau melalui info di bawah ini:

Investor Relations & Corporate Secretary

Gedung Millennium Centennial Center, Lt 7,
Jl. Jenderal Sudirman Kav. 25.
Jakarta Selatan, Indonesia. Kode Pos: 12920
Tel : +62 21 39708008
Fax : +62 21 39708007
Email : ir@aladinbank.id

Investor Relations

Every investor or potential investor is given access to send inquiries to the Corporate Secretariat Department. Questions can also be directed to the Company through the website https://aladinbank.id/old/id/information-investor/ in the Please Contact Us section or through the information below:

Corporate Secretary (Corporate Secretary)

Millennium Centennial Center Building, 7th Floor,
Jl. General Sudirman Kav. 25.
South Jakarta, Indonesia. Postal Code: 12920
Tel : +62 21 39708008
Fax : +62 21 39708007
Email : ir@aladinbank.id

Satuan Kerja Audit Internal
Internal Audit Work Unit

Satuan Kerja Audit Internal (SKAI) berperan sebagai *Three Lines of Defense* untuk memastikan Perseroan mencapai tujuannya dengan tetap memenuhi peraturan dan hukum serta tanggung jawabnya kepada pemangku kepentingan. SKAI dibentuk untuk memeriksa efektivitas sistem pengendalian Intern yang berfokus pada risiko bisnis yang signifikan dengan mengidentifikasi potensi risiko internal yang dapat mempengaruhi kinerja Perseroan., termasuk kepatuhan terhadap hukum dan peraturan yang berlaku, kecukupan proses tata kelola, manajemen risiko, dan sistem pengendalian internal Perseroan, serta memberikan rekomendasi untuk perbaikan.

The Internal Audit Unit (SKAI) acts as the Three Lines of Defense to ensure that the Bank achieves its objectives while still complying with regulations and laws as well as its responsibilities to stakeholders. SKAI was established to examine the effectiveness of the Internal control system that focuses on significant business risks by identifying potential internal risks that may affect the Bank's performance, including compliance with applicable laws and regulations, adequacy of governance processes, risk management, and the Bank's internal control system. and provide recommendations for improvement.

Internal Audit Charter

Dalam melaksanakan tugas dan tanggung jawabnya, Satuan Kerja Audit Internal telah memiliki pedoman kerja yang disusun berdasarkan sesuai dengan Peraturan Otoritas Jasa Keuangan No. 56/POJK.04/2015 tentang Pembentukan dan Pedoman Penyusunan Piagam Unit Audit Internal. Piagam Audit Internal (*Internal Audit Charter*) Bank, telah disetujui dan ditandatangani oleh Direksi dan telah mendapatkan persetujuan dan ditandatangani oleh Dewan Komisaris melalui Surat Keputusan Dewan Komisaris No. SK.001.BOC/07.2021 tanggal 29 Juli 2021.

Piagam Audit ini sebagai wujud komitmen Perseroan dalam mengimplementasikan GCG secara konsisten dalam mencapai visi dan misi yang telah ditetapkan. Piagam Audit juga merupakan pedoman dan acuan akan kedudukan Internal Audit, visi dan misi, ruang lingkup dan tujuan, wewenang, tugas serta tanggung jawab yang harus dilaksanakan oleh staf satuan Unit Internal Audit.

Internal Audit Charter

In carrying out its duties and responsibilities, the Internal Audit Unit has a working guideline that is prepared in accordance with the Financial Services Authority Regulation No. 56/POJK.04/2015 concerning the Establishment and Guidelines for the Preparation of the Internal Audit Unit Charter. The Bank's Internal Audit Charter, has been approved and signed by the Board of Directors and has been approved and signed by the Board of Commissioners through the Decree of the Board of Commissioners No. SK.001.BOC/07.2021 dated 29 July 2021.

This Audit Charter is a manifestation of the Bank's commitment to implementing GCG consistently in achieving the vision and mission that has been set. The Audit Charter is also a guideline and reference for the position of Internal Audit, vision and mission, scope and objectives, powers, duties and responsibilities that must be carried out by the staff of the Internal Audit Unit.

Visi dan Misi SKAI

SKAI's Vision and Mission

Visi Vision	Menjadi mitra kerja Direksi yang independen, objektif, terpercaya dan tanggap dalam upayanya untuk mendukung tugas Direksi mencapai sasarannya. Become an independent, objective, reliable and responsive partner for the Board of Directors in its efforts to support the Board of Directors' duties to achieve its goals.
Misi Mission	1. Melaksanakan audit internal atas aktivitas dan kegiatan operasional Perseroan. 2. Melaksanakan pemeriksaan dan evaluasi terhadap proses pengendalian manajemen operasional dan keuangan agar prinsip-prinsip tata kelola Perseroan yang baik dapat terlaksana. 3. Memberikan pelayanan konsultasi dan rekomendasi secara independen, transparan, *accountable, responsible* untuk meningkatkan efektivitas dan efisiensi kinerja serta memberikan nilai tambah guna meningkatkan kualitas pengelolaan operasional Perseroan. 4. Senantiasa meningkatkan kompetensi sehingga menjadi auditor internal yang profesional. 1. Carry out an internal audit of the Bank's operational activities and activities. 2. Carry out inspections and evaluations of the operational and financial management control processes so that the principles of good Bank governance can be implemented. 3. Provide consulting and recommendation services in an independent, transparent, accountable, responsible manner to improve the effectiveness and efficiency of performance as well as provide added value to improve the quality of the Bank's operational management. 4. Always improve competence so as to become a professional internal auditor.

Dasar Hukum dan Pengangkatan Kepala SKAI

Satuan Kerja Audit Intern (SKAI) dibentuk sesuai dengan Peraturan Otoritas Jasa Keuangan No. 1/POJK.03/2019 tentang Penerapan Fungsi Audit Intern Pada Bank Umum.

Pihak yang Mengangkat dan Memberhentikan Kepala Audit Internal

Kepala SKAI diangkat dan diberhentikan oleh Direktur Utama atas pertimbangan Dewan Komisaris. Dalam pelaksanaannya, Direktur Utama dapat memberhentikan Kepala SKAI setelah mendapat persetujuan Dewan Komisaris, bilamana Kepala SKAI tidak memenuhi persyaratan sebagai Auditor SKAI dan/atau gagal atau tidak cakap dalam menjalankan tugas dan tanggung jawabnya.

Profil dan Pejabat Kepala SKAI

Kepala SKAI dijabat oleh Senof Gremaldy berdasarkan Surat Keputusan Direksi No. 183/SKDir.NET/HCD/07-2020 tanggal 15 Juli 2020, serta telah dilaporkan kepada Otoritas Jasa Keuangan dengan surat No. 184/BOD.NET/07-2020 tanggal 20 Juli 2020 tentang Laporan Pengangkatan Kepala Satuan Kerja Audit Intern (SKAI) PT. Bank Net Indonesia Syariah.

Legal Basis and Appointment of Head of SKAI

The Internal Audit Unit (SKAI) was established in accordance with the Financial Services Authority Regulation No. 1/POJK.03/2019 concerning the Implementation of the Internal Audit Function in Commercial Banks.

The Party Appointing and Dismissing the Head of Internal Audit

The Head of SKAI is appointed and dismissed by the President Director at the consideration of the Board of Commissioners. In practice, the President Director may dismiss the Head of SKAI after obtaining approval from the Board of Commissioners, if the Head of SKAI does not meet the requirements as an SKAI Auditor and/or fails or is incompetent in carrying out his duties and responsibilities.

Profile and Officer of the Head of SKAI

The Head of SKAI is held by Senof Gremaldy based on the Decree of the Board of Directors No. 183/SKDir.NET/HCD/07-2020 dated July 15, 2020, and has been reported to the Financial Services Authority with letter No. 184/BOD.NET/07-2020 dated July 20, 2020 regarding the Appointment Report of the Head of the Internal Audit Work Unit (SKAI) of PT. Islamic Net Bank Indonesia.

Senof Gremaldy
Kepala Audit Internal
Internal Audit Head

Data Pribadi
Warga Negara Indonesia
Usia 38 tahun

Domisili
Indonesia

Pendidikan
- Magister Ekonomi Syariah, Universitas Trisakti, (2019)
- Sarjana Ekonomi, Universitas Trisakti, (2006)

Pengalaman Kerja
1. Head Of Internal Audit/ Kepala Internal Audit, PT Bank Aladin Syariah Tbk (2020-saat ini)
2. Head Of Information Technology & Head Office, PT Bhinneka Life Indonesia (2019-2020)
3. IT Auditor Head, PT Bank Muamalat Indonesia (2)
4. Area Auditor Head Office, PT Bank Muamalat Indonesia (2012-2019)
5. Coordinator of Area Auditor Regional SKAI, PT Bank Panin (2009-2012)
6. Junior Auditor Eksternal, Kantor Akuntan Publik Maksum & Rekan (2008)
7. Finance & Purchasing, PT Emax Fortune International (2006 – 2008)

Personal data
Indonesian citizens
Age 38 years

Domicile
Indonesia

Education
- Master of Sharia Economics, Trisakti University, (2019)
- Bachelor of Economics, Trisakti University, (2006)

Work experience
1. Head of Internal Audit / Head of Internal Audit, PT Bank Aladin Syariah Tbk (2020-present)
2. Head Of Information Technology & Head Office, PT Bhinneka Life Indonesia (2019-2020)
3. IT Auditor Head, PT Bank Muamalat Indonesia (2)
4. Area Auditor Head Office, PT Bank Muamalat Indonesia (2012-2019)
5. Coordinator of SKAI Regional Auditor Area, PT Bank Panin (2009-2012)
6. Junior External Auditor, Maksum & Partners Public Accounting Firm (2008)
7. Finance & Purchasing, PT Emax Fortune International (2006 – 2008)

Tugas dan Tanggung Jawab SKAI

Tugas dan tanggung jawab SKAI tercantum dalam Piagam Audit Intern Perseroan yaitu:

1. Menyusun dan melaksanakan rencana audit tahunan dan alokasi anggaran dengan penekanan pada bidang/aktivitas yang mempunyai risiko tinggi serta mengevaluasi prosedur/*control system* yang ada, untuk memperoleh keyakinan bahwa tujuan dan sasaran BANK dapat dicapai secara optimal dan berkesinambungan.
2. Rencana Audit tahunan dan alokasi anggaran harus disetujui oleh Direktur Utama dan Dewan Komisaris dengan mempertimbangkan rekomendasi Komite Audit.
3. Menguji dan mengevaluasi pelaksanaan pengendalian intern dan sistem manajemen risiko sesuai dengan kebijakan Bank.
4. Membantu tugas Direktur Utama dan Dewan Komisaris dalam melakukan pengawasan dengan cara menjabarkan secara operasional baik perencanaan, pelaksanaan maupun pemantauan hasil audit.
5. Membuat analisis dan penilaian atas efisiensi dan efektivitas di bidang keuangan, akuntansi, operasional, sumber daya manusia, pemasaran, teknologi informasi dan kegiatan lainnya melalui pemeriksaan langsung dan pengawasan secara tidak langsung.
6. Mengidentifikasi segala kemungkinan untuk memperbaiki dan meningkatkan efisiensi penggunaan sumber daya dan dana.
7. Memberikan saran perbaikan dan informasi yang objektif tentang kegiatan yang diperiksa pada semua tingkatan manajemen.
8. Memantau, menganalisis dan melaporkan pelaksanaan tindak lanjut perbaikan yang telah disarankan.
9. Berkoordinasi dengan Direktur Utama dan Komite Audit yang meliputi perencanaan audit, ruang lingkup audit, proses audit dan pelaporan hasil audit.
10. Menyusun program untuk mengevaluasi mutu kegiatan Audit Intern yang dilakukannya.
11. Melakukan pemeriksaan khusus apabila diperlukan.
12. Memastikan rekomendasi diimplementasikan secara efektif, diterima dan tepat waktu.
13. Melakukan *review* strategi, rencana, kebijakan, prosedur, hukum, peraturan dan petunjuk pelaksanaan, prinsip dan fatwa yang diterbitkan oleh Dewan Pengawas Syariah (DPS) yang akan berdampak secara signifikan terhadap operasional Bank.
14. Melakukan *review* terhadap sistem teknologi, kebijakan, prosedur dan infrastruktur guna memastikan kecukupannya, *control* yang tepat diimplementasikan dan sistem yang memiliki fungsi sesuai dengan kebutuhan Perseroan dan ketentuan yang berlaku.

Sertifikasi sebagai Profesi Audit Internal

Sertifikasi profesi menjadi sebuah aspek penting bagi auditor untuk memahami perkembangan audit, khususnya terkait kepatuhan terhadap peraturan serta perkembangan industri. Berikut disampaikan sertifikasi profesi yang dimiliki SKAI hingga akhir tahun 2021.

Duties and Responsibilities of SKAI

The duties and responsibilities of SKAI are listed in the Bank's Internal Audit Charter, namely:

1. Develop and implement an annual audit plan and budget allocation with an emphasis on areas/activities that have high risk and evaluate existing procedures/control systems, to gain confidence that the objectives and targets of the BANK can be achieved optimally and sustainably.
2. The annual audit plan and budget allocation must be approved by the President Director and the Board of Commissioners taking into account the recommendations of the Audit Committee.
3. Testing and evaluating the implementation of internal control and risk management systems in accordance with Bank policies.
4. Assist the duties of the President Director and the Board of Commissioners in supervising by explaining operationally the planning, implementation and monitoring of audit results.
5. Analyze and evaluate efficiency and effectiveness in finance, accounting, operations, human resources, marketing, information technology and other activities through direct inspection and indirect supervision.
6. Identify all possibilities to improve and increase the efficiency of the use of resources and funds.
7. Provide suggestions for improvement and objective information about the activities examined at all levels of management.
8. Monitor, analyze and report on the implementation of the follow-up improvements that have been suggested.
9. Coordinate with the President Director and the Audit Committee covering audit planning, audit scope, audit process and audit result reporting.
10. Develop a program to evaluate the quality of the Internal Audit activities it carries out.
11. Carry out special inspections if necessary.
12. Ensure that recommendations are implemented effectively, accepted and timely.
13. Reviewing strategies, plans, policies, procedures, laws, regulations and implementation guidelines, principles and fatwas issued by the Sharia Supervisory Board (DPS) which will have a significant impact on the Bank's operations.
14. Reviewing technology systems, policies, procedures and infrastructure to ensure their adequacy, proper controls are implemented and systems that have functions in accordance with the Bank's needs and applicable regulations.

Certification as an Internal Audit Profession

Professional certification is an important aspect for auditors to understand audit developments, particularly related to regulatory compliance and industry developments. Following are the professional certifications held by SKAI until the end of 2021.

Nama dan Jabatan Name and Position	**Jenis Sertifikasi Profesi Audit Internal** Types of Internal Audit Professional Certification
Senof Gremaldy (Kepala SKAI) (Head of SKAI)	*Qualified Internal Audit* (QIA)
	Internal Audit Banking Level Supervisor Internal Audit Banking Supervisor Level
	Banking Manajemen Risiko Level 3 Banking Risk Management Level 3
Dwima Sulistyowati (Genaral Auditor) (Genaral Auditor)	*Banking* Manajemen Risiko Level 2 Banking Risk Management Level 2
	Internal Audit Bank Level Auditor
	Certified Akuntan (CA)
Budi Ari Setianto (IT Auditor) (IT Auditor)	*Banking* Manajemen Risiko Level 1 Banking Risk Management Level 1

Struktur dan Kedudukan SKAI

SKAI dipimpin oleh Kepala SKAI yang bertanggung jawab langsung kepada Direktur Utama dan dapat berkomunikasi dengan Dewan Komisaris secara langsung atau melalui Komite Audit untuk menginformasikan berbagai hal yang berhubungan dengan pelaksanaan audit dan dalam menjalankan fungsi pengawasan untuk mewujudkan visi dan misi Bank. Kepala SKAI diangkat dan diberhentikan oleh Direktur Utama Bank dengan persetujuan Dewan Komisaris melalui rekomendasi Komite Audit dan kemudian dilaporkan kepada Otoritas Jasa Keuangan (OJK).

Structure and Position of SKAI

SKAI is led by the Head of SKAI who is directly responsible to the President Director and can communicate with the Board of Commissioners directly or through the Audit Committee to inform various matters relating to the implementation of the audit and in carrying out the supervisory function to realize the Bank's vision and mission. The Head of SKAI is appointed and dismissed by the President Director of the Bank with the approval of the Board of Commissioners through the recommendation of the Audit Committee and then reported to the Financial Services Authority (OJK).

Program Pengembangan Kompetensi

Program pengembangan kompetensi merupakan bagian dari pengembangan kapasitas Audit Internal Bank, khususnya untuk mengikuti perkembangan isu-isu seputar audit dan fungsi-fungsi di bawah SKAI. Tentang kegiatan peningkatan kompetensi yang diikuti Kepala SKAI di sepanjang tahun 2021 dapat dilihat pada bab Profil Perusahaan dalam laporan tahunan ini.

Competency Development Program

The competency development program is part of the capacity development of the Bank's Internal Audit, in particular to keep abreast of developments in issues surrounding audit and functions under SKAI. Regarding the competency improvement activities participated in by the Head of SKAI throughout 2021, it can be seen in the Company Profile chapter in this annual report.

Kebijakan dan Pelaksanaan Rapat Satuan Pengawasan Intern

Sebagaimana yang tercantum dalam Piagam Audit Internal (*Internal Audit Charter*), SKAI memiliki kewenangan untuk mengadakan rapat secara berkala dan insidential dengan Direksi, Dewan Komisaris, dan Komite Audit, serta Dewan Pengawas Syariah. Selama tahun 2021, SKAI telah melaksanakan rapat sebanyak 15 (lima belas) kali rapat, meliputi 7 (tujuh) kali rapat dengan Direksi, 7 (tujuh) kali rapat dengan Komite Audit yang dihadiri oleh Dewan Komisaris, dan 1 (satu) kali rapat dengan Dewan Pengawas Syariah.

Adapun rapat SKAI, dengan Direksi, Dewan Komisaris dan/atau Komite Audit, serta Dewan Pengawas Syariah, adalah sebagai berikut:

Policy and Implementation of Internal Audit Unit Meetings

As stated in the Internal Audit Charter, SKAI has the authority to hold periodic and incidental meetings with the Board of Directors, Board of Commissioners, and the Audit Committee, as well as the Sharia Supervisory Board. During 2021, SKAI has held 15 (fifteen) meetings, including 7 (seven) meetings with the Board of Directors, 7 (seven) meetings with the Audit Committee attended by the Board of Commissioners, and 1 (one) meeting with Sharia Supervisory Board.

The SKAI meetings with the Board of Directors, the Board of Commissioners and/or the Audit Committee, as well as the Sharia Supervisory Board, are as follows:

Agenda dan Peserta Rapat SKAI
SKAI Meeting Agenda and Participants

No	Tanggal Pelaksanaan Meeting Date	Rapat Meeting	Agenda Rapat Meeting Agenda	Peserta Rapat Meeting Participants
1	16 Desember 2021 December 16, 2021	Dewan Pengawas Syariah Sharia Supervisory Board	Pembahasan Agenda dan Aktivitas Baru Bank Discussion of the Bank's New Agenda and Activities	Direksi, SKAI,Unit Kerja Produk, Unit Kerja Kepatuhan dan DPS Directors, SKAI, Product Work Unit, Compliance Unit and DPS
2	13 Januari 2021 January 13, 2021	Direksi Directors	• Aktivitas Proses & Pelaporan Audit • *Update* Aktivitas Proses Audit KAP yang Melakukan Audit atas Laporan Keuangan Tahun 2020 • *Monitoring* Tindak Lanjut Temuan Audit • Process Activities and Audit Reporting • Update on KAP Audit Process Activities Conducting Audits on 2020 Financial Statements • Monitoring Follow-up on Audit Findings	Direksi dan SKAI Directors and SKAI
3	23 Maret 2021 March 23, 2021	Direksi Directors	• Aktivitas Proses Audit • *Update* Aktivitas Proses Audit Pihak Independen untuk Menunjang Pengajuan Aktivitas Bank • *Monitoring* Tindak Lanjut Temuan Audit • Audit Process Activities • Update on Independent Party Audit Process Activities to Support Submission of Bank Activities • Monitoring Follow-up on Audit Findings	Direksi dan SKAI Directors and SKAI
4	26 April 2021 April 26, 2021	Direksi Directors	• Aktivitas Proses & Pelaporan Audit • Proses Pengajuan KAP untuk *Review* SKAI • *Monitoring* Tindak Lanjut Temuan Audit • Process Activities and Audit Reporting • KAP Procurement Process for SKAI Review • Monitoring Follow-up on Audit Findings	Direksi dan SKAI Directors and SKAI
5	21 Mei 2021 May 21, 2021	Direksi Directors	• Aktivitas Proses & Pelaporan Audit • *Update* Proses Pengajuan KAP untuk *Review* SKAI • *Monitoring* Tindak Lanjut Temuan • Process Activities & Audit Reporting • Update the KAP Submission Process for SKAI Review • Follow-up Monitoring of Findings	Direksi dan SKAI Directors and SKAI
6	24 Juni 2021 June 24, 2021	Direksi Directors	• Aktivitas Proses & Pelaporan Audit • Penyampaian Informasi Terkait Laporan Evaluasi Penilaian KAP atas Laporan Keuangan Tahun 2020 dari Komite Audit • *Monitoring* Tindak Lanjut Temuan • *Update* Aktivitas KAP yang Melakukan *Review* SKAI • Process Activities & Audit Reporting • Submission of Information Related to the KAP Assessment Evaluation Report on the 2020 Financial Statements from the Audit Committee • Follow-up Monitoring of Findings • Update on KAP Activities Conducting SKAI Reviews	Direksi dan SKAI Directors and SKAI
7	23 September 2021 September 23, 2021	DIreksi Directors	• Aktivitas Proses & Pelaporan Audit • *Update* Aktivitas KAP yang Melakukan *Review* SKAI dan Pelaporan Hasilnya ke OJK • *Monitoring* Tindak Lanjut Temuan • Process Activities and Audit Reporting • Update on KAP Activities Conducting SKAI Reviews and Reporting Results to OJK • Follow-up Monitoring of Findings	Direksi dan SKAI Directors and SKAI
8	28 Oktober 2021 October 28, 2021	Direksi Directors	• Aktivitas Proses & Pelaporan Audit • *Monitoring* Tindak Lanjut Temuan • Process Activities and Audit Reporting • Follow-up Monitoring of Findings	Direksi dan SKAI Directors and SKAI

Agenda dan Peserta Rapat SKAI
SKAI Meeting Agenda and Participants

No	Tanggal Pelaksanaan Meeting Date	Rapat Meeting	Agenda Rapat Meeting Agenda	Peserta Rapat Meeting Participants
9	8 Januari 2021 January 8, 2021	Komite Audit Audit Committee	• Pembahasan *Audit Plan* dan Anggaran Kerja Tahun 2021 • Pembahasan Risalah Rapat Sebelumnya • Discussion on the 2021 Audit Plan and Work Budget • Discussion of Minutes of Previous Meetings	Komite Audit dan SKAI Audit Committee and SKAI
10	26 Februari 2021 February 26, 2021	Komite Audit Audit Committee	• Penyampaian Pokok-Pokok Temuan Audit atas Hasil Audit yang Selesai • *Monitoring* Tindak Lanjut Temuan Audit • Aktivitas Proses Audit yang Sedang Berjalan • Submission of Main Audit Findings on Completed Audit Results • Monitoring Follow-up on Audit Findings • Ongoing Audit Process Activities	Komite Audit, Komisaris, Direksi dan SKAI Audit Committee, Commissioners, Directors and SKAI
11	30 Maret 2021 March 30, 2021	Komite Audit Audit Committee	Penyampaian Hasil Audit atas Laporan Keuangan Tahun 2020 oleh KAP Submission of Audit Results on 2020 Financial Statements by KAP	Kantor Akuntan Publik (KAP), Komite Audit dan SKAI Public Accounting Firm (KAP), Audit Committee and SKAI
12	08 April 2021 April 8, 2021	Komite Audit Audit Committee	• Pembahasan Risalah Rapat Sebelumnya • Pembahasan *Subsequent Event* Terhadap Laporan Keuangan Tahun 2020 Dengan KAP • Discussion of Minutes of Previous Meetings • Discussion of the Subsequent Event on the 2020 Financial Statements with KAP	Komite Audit, Komisaris, Direksi Dan SKAI Audit Committee, Commissioners, Directors and SKAI
13	04 Juni 2021 04 June 2021	Komite Audit Audit Committee	• Pembahasan Risalah Rapat Sebelumnya • Penyampaian Hasil Evaluasi atas kinerja KAP Saat Melakukan Audit Laporan Keuangan Tahun 2020 • Penunjukan KAP yang Akan Melakukan Audit atas Laporan Keuangan Tahun 2021 • *Monitoring* Tindak Lanjut Temuan Audit • Discussion of Minutes of Previous Meetings • Submission of Evaluation Results on KAP's Performance When Auditing Financial Statements for 2020 • Appointment of KAP to Audit 2021 Financial Statements • Monitoring Follow-up on Audit Findings	Komite Audit, Komisaris, Direksi dan SKAI Audit Committee, Commissioners, Directors and SKAI
14	09 Agustus 2021 09 August 2021	Komite Audit Audit Committee	Penyampaian Hasil Audit Terkait Pelaksanaan SKAI Periode 2018 s.d 2020 oleh KAP Submission of Audit Results Related to the Implementation of SKAI Period 2018 to 2020 by KAP	Komite Audit, Komisaris dan SKAI Audit Committee, Commissioners, and SKAI
15	12 November 2021 November 12, 2021	Komite Audit Audit Committee	• Pembahasan Risalah Rapat Sebelumnya • Realisasi Audit Tahun 2021 & Persetujuan Perubahan *Audit Plan* • Aktivitas Pelaksanaan Audit • Penyampaian Pokok-Pokok • *Monitoring* Tindak Lanjut Temuan Audit • Discussion of Minutes of Previous Meetings • 2021 Audit Realization & Approval of Audit Plan Changes • Audit Implementation Activities • Presentation of Main Points • Monitoring Follow-up on Audit Findings	Komite Audit, Komisaris, Direksi dan SKAI Audit Committee, Commissioners, Directors and SKAI

Pelaksanaan Tugas SKAI

Pada tahun 2021, SKAI telah merealisasikan kegiatan yang berkaitan dengan tugas dan fungsinya, yaitu:

1. Pelaksanaan Proses Audit Atas Kepatuhan Bank Terhadap Pelaksanaan Sistem Pembayaran Bank Indonesia Tahun 2020 (LHPK).
2. Pelaksanaan *Review* Oleh Pihak Eksternal Independen (Kantor Akuntan Publik) Atas Kinerja SKAI Periode 2018 sampai dengan 2020.
3. Pelaksanaan Proses Audit Keamanan Sistem Dan Kualitas Pelaporan Lembaga Penjamin SImpanan (LPS).
4. Pelaksanaan Proses Audit Terhadap Penarikan Dan Pelaporan Informasi Debitur Pada Aplikasi Sistem Layanan Informasi Keuangan (SLIK) Otoritas Jasa Keuangan (OJK).
5. *Monitoring* Dan Pemenuhan Atas Tindak Lanjut Temuan Audit.

Kegiatan Pemantauan dan Tindakan Koreksi Penyimpangan

Sesuai ketentuan Pedoman Kerja Satuan Pengawas Internal mengenai Standar Implementasi tentang Pemantauan Tindak Lanjut, salah satu tugas dari Kepala SKAI adalah menyusun dan memantau tindak lanjut hasil penugasan yang telah disampaikan kepada manajemen.

Monitoring tindak lanjut temuan auditor adalah rangkaian kegiatan yang dilaksanakan secara sistematis oleh SKAI untuk menentukan bahwa obyek audit (*auditee*) telah melaksanakan rekomendasi hasil pemeriksaan, baik yang berasal dari auditor internal maupun auditor eksternal, dalam tenggang waktu yang telah disepakati sebelumnya. *Monitoring* tindak lanjut bertujuan untuk menilai secara obyektif sejauh mana pelaksanaan rekomendasi temuan dilaksanakan dan memastikan kebenaran data baik tertulis maupun fisik di lapangan atas laporan tindak lanjut yang pernah disampaikan *auditee*.

Kegiatan *monitoring* tindak lanjut temuan auditor di tahun 2021 dilaksanakan sepanjang tahun dengan melakukan *reminder* tindak lanjut kepada *auditee* secara bulanan jika ada temuan audit yang akan jatuh tempo pada bulan tersebut. Kemudian laporan tersebut disampaikan kepada Direksi, Dewan Komisaris dan Komite Audit secara berkala.

Implementation of SKAI's Tasks

In 2021, SKAI has realized activities related to its duties and functions, namely:

1. Implementation of the Audit Process for Bank Compliance with the Implementation of the 2020 Bank Indonesia Payment System (LHPK).
2. Implementation of a Review by an Independent External Party (Public Accounting Firm) on the Performance of SKAI for the period 2018 to 2020.
3. Implementation of System Security Audit Process and Reporting Quality of Deposit Insurance Corporation (LPS).
4. Implementation of the Audit Process on Withdrawal and Reporting of Debtor Information on the Financial Services Authority (OJK) Financial Information Service System (SLIK) Application.
5. Monitoring and Fulfillment of Follow-up on Audit Findings.

Deviation Monitoring and Correction Activities

In accordance with the provisions of the Internal Supervisory Unit's Work Guidelines regarding Implementation Standards on Follow-Up Monitoring, one of the duties of the Head of SKAI is to prepare and monitor the follow-up to the results of assignments that have been submitted to management.

Monitoring the follow-up to the auditor's findings is a series of activities carried out systematically by SKAI to determine that the audit object (auditee) has carried out recommendations on the results of the examination, both from internal auditors and external auditors, within the previously agreed grace period. Follow-up monitoring aims to objectively assess the extent to which the recommendations for findings are implemented and ensure the correctness of the data, both written and physical in the field, on the follow-up reports that have been submitted by the auditee.

Monitoring follow-up activities on auditor findings in 2021 is carried out throughout the year by providing follow-up reminders to auditees on a monthly basis if there are audit findings that are due in that month. Then the report is submitted to the Board of Directors, Board of Commissioners and the Audit Committee on a regular basis.

Akuntan Publik
Public Accountant

Sebagai pihak eksternal dari Perseroan, Akuntan *public* menjadi bagian dari sistem pengendalian internal Perseroan yang berfungsi untuk memberikan keyakinan yang memadai mengenai validitas/audit pelaporan keuangan sesuai dengan prinsip akuntansi yang berlaku umum, kepatuhan terhadap peraturan perundang undangan dan sistem pengendalian internal.

As an external party to the Bank, the Public Accountant is part of the Bank's internal control system whose function is to provide adequate assurance regarding the validity/ audit of financial reporting in accordance with generally accepted accounting principles, compliance with laws and regulations and the internal control system.

Kebijakan Penunjukan

Dalam hal penunjukan Kantor Akuntan Publik (KAP) yang akan melakukan audit terhadap laporan keuangan Perseroan ditetapkan melalui Rapat Umum Pemegang Saham (RUPS) dengan tetap memperhatikan pertimbangan rekomendasi dari Dewan Komisaris.

Ketentuan Jasa Akuntan Publik (AP) dan Kantor Akuntan Publik (KAP) dalam Pelaporan Laporan Keuangan dan Laporan Tahunan diatur dalam Surat Edaran Otoritas Jasa Keuangan No. 36/SEOJK.03/2017 tentang Tata Cara Penggunaan Jasa AP dan KAP dalam Kegiatan Jasa Keuangan. Penunjukan AP dan/atau KAP yang akan memberikan jasa audit atas informasi keuangan historis tahunan diputuskan oleh Rapat Umum Pemegang Saham Pihak yang Melaksanakan Kegiatan Jasa Keuangan dengan mempertimbangkan usulan Dewan Komisaris.

Appointment Policy

In the event that the appointment of a Public Accounting Firm (KAP) to conduct an audit of the Bank's financial statements, it is determined through the General Meeting of Shareholders (GMS) while still taking into account the recommendations from the Board of Commissioners.

Provisions for Public Accountants (AP) and Public Accounting Firms (KAP) in Financial Reporting and Annual Reports are regulated in the Financial Services Authority Circular Letter No. 36/SEOJK.03/2017 concerning Procedures for Using AP and KAP Services in Financial Services Activities. The appointment of AP and/or KAP that will provide audit services on annual historical financial information is decided by the General Meeting of Shareholders of the Party Conducting Financial Services Activities by considering the proposal of the Board of Commissioners.

Nama dan Tahun Kantor Akuntan Publik serta Akuntan Publik

Laporan keuangan Bank untuk tahun yang berakhir 31 Desember 2021 telah diaudit oleh Kantor Akuntan Publik Purwantono, Sungkoro & Surja. Adapun Guna kebutuhan transparansi, berikut disampaikan daftar Kantor Akuntan Publik, Akuntan dan biaya yang diberikan dalam mengaudit laporan keuangan Bank untuk periode 6 (enam) tahun terakhir, adalah sebagai berikut ini:

Name and Year of Public Accounting Firm and Public Accountant

The Bank's financial statements for the year ended December 31, 2021 have been audited by the Purwantono, Sungkoro & Surja Public Accounting Firm. As for the need for transparency, the following is a list of Public Accounting Firms, Accountants and fees provided in auditing the Bank's financial statements for the last 6 (six) year period, as follows:

Tahun Year	Kantor Akuntan Publik Public Accountant Firm	Nama Akuntan Accountant Name	Penugasan Assignment
2021	Purwantono, Sungkoro & Surja	Christophorus Alvin Kossim	Melaksanakan audit laporan keuangan berdasarkan standard auditing yang ditetapkan oleh Institut Akuntan Publik Indonesia. Carry out audits of financial statements based on auditing standards set by the Indonesian Institute of Certified Public Accountants.
2020	Tanubrata Sutanto Fahmi Bambang dan Rekan	Sutomo	Melaksanakan audit laporan keuangan berdasarkan *standard auditing* yang ditetapkan oleh Institut Akuntan Publik Indonesia. Carry out audits of financial statements based on auditing standards set by the Indonesian Institute of Certified Public Accountants.

Tahun Year	**Kantor Akuntan Publik** Public Accountant Firm	**Nama Akuntan** Accountant Name	**Penugasan** Assignment
2019	Purwantono, Sungkoro dan Surja	Muhammad Kurniawan	Melaksanakan audit laporan keuangan berdasarkan *standard auditing* yang ditetapkan oleh Institut Akuntan Publik Indonesia. Carry out audits of financial statements based on auditing standards set by the Indonesian Institute of Certified Public Accountants.
2018	Purwantono, Sungkoro dan Surja	Yasir	Melaksanakan audit laporan keuangan berdasarkan *standard auditing* yang ditetapkan oleh Institut Akuntan Publik Indonesia. Carry out audits of financial statements based on auditing standards set by the Indonesian Institute of Certified Public Accountants.
2017	Purwantono, Sungkoro dan Surja	Yasir	Melaksanakan audit laporan keuangan berdasarkan *standard auditing* yang ditetapkan oleh Institut Akuntan Publik Indonesia. Carry out audits of financial statements based on auditing standards set by the Indonesian Institute of Certified Public Accountants.
2016	Purwantono, Sungkoro dan Surja	Danil Setiadi Handaja	Melaksanakan audit laporan keuangan berdasarkan *standard auditing* yang ditetapkan oleh Institut Akuntan Publik Indonesia. Carry out audits of financial statements based on auditing standards set by the Indonesian Institute of Certified Public Accountants.

Sistem Pengendalian Internal
Internal Control System

Dalam mencapai efektivitas, efisiensi, keandalan terkait laporan keuangan serta kepatuhan terhadap hukum dan peraturan perundang-undangan yang berlaku, maka Bank Aladin merancang sebuah sistem pengendalian intern (SPI). SPI sendiri di dalamnya terdapat Dewan Komisaris, Direksi, serta personel dari Perseroan lainnya.

SPI yang berlaku di Perseroan dikenal dengan SKAI yang telah diidentifikasi sebelumnya untuk memastikan bahwa sistem pengendalian intern telah dilaksanakan dengan baik oleh Manajemen/pihak-pihak pelaksana, yaitu:
1. Risiko bank telah diidentifikasi dan dikelola secara baik;
2. Risiko dan pengendalian telah dikomunikasikan di semua jajaran organisasi;
3. Interaksi dengan berbagai unit kerja sebagai bagian dari proses tata kelola telah dilaksanakan dengan baik;
4. Tersedia informasi keuangan, manajerial dan operasional yang akurat, handal, utuh dan tepat waktu;
5. Tindakan karyawan tunduk kepada kebijakan, kode etik, prosedur, hukum serta peraturan yang berlaku;
6. Sumber daya diperoleh secara ekonomis, digunakan secara efisien, dan dilindungi secara memadai;
7. Program, perencanaan dan sasaran yang telah ditetapkan dapat dicapai secara optimal;
8. Kualitas pengendalian intern selalu diperbaiki secara berkesinambungan;
9. Harta kekayaan Bank telah diamankan dengan baik.

Kebijakan Sistem Pengendalian Internal
Bank menerapkan Sistem Pengendalian internal secara menyeluruh yang salah satunya dilakukan dengan penetapan struktur organisasi dengan melakukan pemisahan fungsi yang jelas antara unit kerja operasional *business unit* dengan unit kerja yang melaksanakan fungsi pengendalian risiko *risk management unit*. Selain itu Bank juga menerapkan 3 (tiga) lini pertahanan dalam pengendalian internal.

Pertama, adalah unit kerja pelaksana lini terdepan yang memastikan pelaksanaan aktivitas telah sesuai dengan prosedur. Hasil pemeriksaan dan rencana tindak lanjut disampaikan dan dimonitor pada rapat Komite Manajemen Risiko.

In achieving effectiveness, efficiency, reliability related to financial reports as well as compliance with applicable laws and regulations, Bank Aladin designed an internal control system (SPI). The SPI itself includes the Board of Commissioners, the Board of Directors, and other personnel from the Company.

The SPI applicable in the Bank is known as SKAI which has been previously identified to ensure that the internal control system has been implemented properly by the Management/implementing parties, namely:
1. Bank risks have been identified and managed properly;
2. Risks and controls have been communicated at all levels of the organization;
3. Interaction with various work units as part of the governance process has been well implemented;
4. Availability of accurate, reliable, complete and timely financial, managerial and operational information;
5. Employees' actions are subject to applicable policies, codes of ethics, procedures, laws and regulations;
6. Resources are obtained economically, used efficiently, and adequately protected;
7. Programs, plans and targets that have been set can be achieved optimally;
8. The quality of internal control is continuously improved;
9. The Bank's assets have been properly secured.

Internal Control System Policy
The Bank implements a comprehensive Internal Control System, one of which is carried out by establishing an organizational structure by performing a clear separation of functions between the operational work unit of the business unit and the work unit that carries out the risk control function of the risk management unit. In addition, the Bank also implements 3 (three) lines of defense in internal control.

First, it is the front-line implementing work unit that ensures the implementation of activities is in accordance with procedures. The results of the examination and follow-up plans are submitted and monitored at the Risk Management Committee meeting.

Kedua, Divisi Manajemen Risiko melakukan pendefinisian dan pemeliharaan metodologi pengelolaan risiko, memastikan kecukupan mitigasi risiko, kebijakan dan prosedur, serta melakukan koordinasi atau fasilitasi dari pengelolaan risiko secara menyeluruh. Divisi Kepatuhan memastikan seluruh aktivitas Bank telah sesuai dengan regulasi baik eksternal maupun internal, serta telah sesuai dengan prinsip syariah.

Ketiga, Divisi Audit Internal sebagai lini terakhir, yang bertugas memastikan secara independen bahwa semua risiko residual telah dikelola sesuai dengan toleransi risiko yang disetujui. Hasil pengawasan ini dilaporkan kepada Direksi dan Komite Audit di tingkat Dewan Komisaris dan dimonitor pelaksanaan tindak lanjut atas temuan audit sebagai upaya perbaikan kinerja dan kesehatan Bank.

Proses Pengawasan

Dalam rangka melakukan pengawasan secara berkesinambungan dan teratur yang berlaku, SKAI melakukan audit (*on site*) maupun pengawasan di luar audit (*off site Monitoring*). Pengawasan yang dilakukan melalui kegiatan audit, dimulai dengan pembuatan rencana audit tahunan berbasis risiko yang disetujui oleh Direktur Utama dan Komisaris melalui Komite Audit, merealisasikan rencana audit tersebut sesuai jadwal yang telah ditetapkan, melaporkan hasil audit kepada Direktur Utama dan Komisaris melalui Komite Audit dan kepada pihak-pihak lain yang terkait, dan melakukan pemantauan tindak lanjut terhadap temuan-temuan audit.

Tinjauan Efektivitas Sistem Pengendalian Intern di Tahun 2021

Penerapan sistem pengendalian internal Perseroan telah mengacu kepada 5 (lima) komponen dasar pelaksanaan yang sejalan dengan Pedoman Sistem Pengendalian Intern bagi Bank Umum sebagaimana ditetapkan oleh Otoritas Jasa Keuangan (OJK) melalui Surat Edaran Otoritas Jasa Keuangan (SEOJK) No.35/SEOJK.03/2017 tanggal 7 Juli 2017.

Adapun 5 (lima) komponen tersebut yaitu:

1. Adanya pengawasan aktif oleh manajemen dan terciptanya budaya pengendalian;
2. Proses Identifikasi & penilaian Risiko dalam kegiatan operasional Perseroan;
3. Penerapan pengendalian & pemisahan fungsi yang tercermin pada pelaksanaan *three lines of defence* yang terdapat dalam struktur organisasi Perseroan;
4. Sistem akuntansi, informasi dan komunikasi yang memadai;
5. Kegiatan pemantauan dan tindakan perbaikan terhadap penyimpangan yang dilakukan.

Second, the Risk Management Division defines and maintains risk management methodologies, ensures the adequacy of risk mitigation, policies and procedures, and carries out coordination or facilitation of overall risk management. The Compliance Division ensures that all Bank activities are in accordance with both external and internal regulations, and are in accordance with sharia principles.

Third, the Internal Audit Division as the last line, which is tasked with independently ensuring that all residual risks have been managed in accordance with the agreed risk tolerance. The results of this supervision are reported to the Board of Directors and the Audit Committee at the Board of Commissioners level and the implementation of follow-up on audit findings is monitored as an effort to improve the performance and health of the Bank.

Supervision Process

In order to carry out continuous and regular supervision that applies, SKAI conducts audits (on site) and supervision outside the audit (off site monitoring). Supervision is carried out through audit activities, starting with the preparation of a risk-based annual audit plan that is approved by the President Director and the Commissioner through the Audit Committee, realizing the audit plan according to a predetermined schedule, reporting the audit results to the President Director and Commissioners through the Audit Committee and to other parties. -Other related parties, and monitoring follow-up on audit findings.

Overview of the Effectiveness of the Internal Control System in 2021

The implementation of the Bank's internal control system has referred to 5 (five) basic components of implementation that are in line with the Guidelines for the Internal Control System for Commercial Banks as stipulated by the Financial Services Authority (OJK) through the Financial Services Authority Circular Letter (SEOJK) No.35/SEOJK.03/2017 on July 7, 2017.

The 5 (five) components are:

1. There is active supervision by management and the creation of a control culture;
2. Risk identification & assessment process in the Bank's operational activities;
3. Implementation of control & separation of functions as reflected in the implementation of the three lines of defense contained in the Bank's organizational structure;
4. Adequate accounting, information and communication systems;
5. Monitoring activities and corrective actions against deviations made.

Guna meningkatkan kualitas dan pelaksanaan sistem pengendalian internal di Perseroan manajemen dan karyawan Perseroan juga memiliki peran serta tanggung jawab tersendiri selain lima komponen di atas. Sehingga ke depannya, Perseroan akan terus berupaya untuk meningkatkan *risk culture* dan kedisiplinan pada seluruh jenjang organisasi untuk memastikan kecukupan dan efektivitas pelaksanaan sistem pengendalian intern dalam mendukung pelaksanaan aktivitas Bank.

Pernyataan Direksi dan/atau Dewan Komisaris atas Kecukupan Sistem Pengendalian Internal

Bank berkomitmen untuk dapat selalu melaksanakan sistem pengendalian intern secara memadai dan menyeluruh pada setiap aktifitas dan operasional kegiatan usaha yang diwujudkan dengan cara memastikan bahwa sistem pengendalian internal Bank telah dilaksanakan.

Direksi bertanggung jawab untuk memastikan kecukupan penerapan sistem pengendalian intern yang memadai agar tercapainya visi dan misi Bank. Sistem pengendalian intern merupakan proses yang dijalankan oleh Direksi, seluruh Pejabat Bank, Komite-Komite di bawah Direksi, SKAI, seluruh karyawan, serta pihak-pihak ekstern yang berhubungan dengan Bank. Dewan Komisaris dengan dibantu oleh Komite Audit bertanggung jawab untuk melakukan pengawasan dalam rangka memastikan terselenggaranya sistem pengendalian intern secara konsisten dan menyeluruh, termasuk di dalam penyusunan kebijakan Direksi dalam menetapkan pengendalian intern tersebut.

In order to improve the quality and implementation of the Bank's internal control system, the Bank's management and employees also have separate roles and responsibilities in addition to the five components above. So going forward, the Bank will continue to strive to improve the risk culture and discipline at all levels of the organization to ensure the adequacy and effectiveness of the implementation of the internal control system in supporting the implementation of the Bank's activities.

Statement of the Board of Directors and/or Board of Commissioners on the Adequacy of the Internal Control System

The Bank is committed to always being able to implement an adequate and comprehensive internal control system in every activity and operational business activity which is realized by ensuring that the Bank's internal control system has been implemented.

The Board of Directors is responsible for ensuring the adequacy of the implementation of an adequate internal control system in order to achieve the Bank's vision and mission. The internal control system is a process carried out by the Board of Directors, all Bank Officers, Committees under the Board of Directors, SKAI, all employees, as well as external parties related to the Bank. The Board of Commissioners, assisted by the Audit Committee, is responsible for supervising in order to ensure the implementation of a consistent and comprehensive internal control system, including in the formulation of policies for the Board of Directors in determining the internal control.

Manajemen Risiko
Risk Management

Dalam menerapkan sistem manajemen risiko secara efektif di lingkungan Perseroan, Bank Aladin menyusun sistem manajemen risiko sesuai dengan POJK No. 65/POJK.03/2016 tentang Penerapan Manajemen Risiko bagi Bank Umum Syariah dan Unit Usaha Syariah dan POJK No. 08/POJK.03/2014 tentang Penilaian Tingkat Kesehatan Bank Umum Syariah dan Unit Usaha Syariah.

Penerapan Manajemen Risiko di Perseroan dilakukan melalui implementasi manajemen risiko pada setiap aktivitas fungsional operasional Bank.

Adapun penerapan manajemen risiko secara efektif berfokus pada 4 (empat) pilar dari prinsip-prinsip penerapan manajemen risiko, yaitu:
1. Pengawasan aktif Dewan Komisaris, Direksi dan Dewan Pengawas Syariah;
2. Kecukupan kebijakan, prosedur dan penetapan limit risiko;
3. Kecukupan proses identifikasi, pengukuran, pemantauan dan pengendalian risiko serta manajemen risiko sistem informasi;
4. Pengendalian internal yang menyeluruh.

Penerapan manajemen risiko Perseroan disesuaikan dengan tujuan, kebijakan usaha, ukuran, dan kompleksitas usaha serta kemampuan Bank dengan ruang lingkup risiko yang mencakup Risiko Kredit, Risiko Pasar, Risiko Likuiditas, Risiko Operasional, Risiko Hukum, Risiko Reputasi, Risiko Stratejik, Risiko Kepatuhan, Risiko Imbal Hasil dan Risiko Investasi.

Pengawasan dari Dewan Komisaris dan Direksi

Manajemen Perseroan melalui Dewan Komisaris dan Direksi Perseroan memiliki tanggung jawab atas efektivitas penerapan manajemen risiko di lingkungan Bank Aladin. Guna memastikan efektivitas pengelolaan aktivitas dan risiko-risiko oleh Direksi, Dewan Komisaris melalui Komite Pemantau Risiko melakukan evaluasi terhadap kebijakan dan implementasi manajemen risiko yang dilaksanakan oleh Direksi. Direksi dibantu Komite Manajemen Risiko, menentukan arah kebijakan dan strategi manajemen risiko serta implementasinya secara komprehensif.

In implementing an effective risk management system within the Bank, Aladin Bank has developed a risk management system in accordance with POJK No. 65/POJK.03/2016 concerning the Implementation of Risk Management for Islamic Commercial Banks and Sharia Business Units and POJK No. 08/POJK.03/2014 concerning Assessment of Soundness Level of Sharia Commercial Banks and Sharia Business Units.

Implementation of Risk Management in the Bank is carried out through the implementation of risk management in every operational functional activity of the Bank.

The implementation of risk management effectively focuses on 4 (four) pillars of the principles of implementing risk management, namely:
1. Active supervision of the Board of Commissioners, Board of Directors and Sharia Supervisory Board;
2. Adequacy of policies, procedures and determination of risk limits;
3. Adequacy of risk identification, measurement, monitoring and control processes as well as information system risk management;
4. Comprehensive internal control.

The implementation of the Bank's risk management is adjusted to the objectives, business policies, size, and complexity of the business as well as the ability of the Bank with a scope of risk that includes Credit Risk, Market Risk, Liquidity Risk, Operational Risk, Legal Risk, Reputational Risk, Strategic Risk, Compliance Risk, Risk Management Return and Investment Risk.

Supervision from the Board of Commissioners and the Board of Directors

The Bank's management through the Board of Commissioners and the Board of Directors of the Bank are responsible for the effectiveness of the implementation of risk management within Bank Aladin. In order to ensure the effectiveness of the management of activities and risks by the Board of Directors, the Board of Commissioners through the Risk Monitoring Committee evaluates the policies and implementation of risk management carried out by the Board of Directors. The Board of Directors is assisted by the Risk Management Committee, determining the direction of risk management policies and strategies and their comprehensive implementation.

Direksi memastikan seluruh risiko yang material dan dampaknya telah ditindaklanjuti, serta melaksanakan langkah-langkah perbaikan atas permasalahan, atau penyimpangan dalam kegiatan usaha. Budaya manajemen risiko termasuk kesadaran risiko pada seluruh jenjang organisasi juga menjadi perhatian Direksi.

Kecukupan Kebijakan, Prosedur, dan Penetapan Limit Risiko

Sebagaimana yang telah diatur di dalam Kebijakan Umum Manajemen Risiko Perseroan dijelaskan bahwa dasar-dasar kebijakan manajemen risiko menjadi acuan kebijakan, prosedur, serta pedoman di bidang manajemen risiko sesuai ketentuan yang berlaku. Kebijakan Manajemen Risiko Bank meliputi beberapa tahap proses manajemen risiko, antara lain:

1. Identifikasi risiko;
2. Pengukuran risiko;
3. Pemantauan risiko; dan
4. Pengendalian risiko.

Prosedur pengelolaan dan penetapan limit untuk setiap jenis risiko yang wajib dikelola dalam seluruh produk dan kegiatan usaha Bank disesuaikan dengan tingkat risiko yang akan diambil (*risk appetite*), dengan memperhatikan pengalaman yang dimiliki dalam mengelola risiko dimaksud. Limit ditinjau secara berkala guna menyesuaikan perubahan kondisi yang terjadi.

Direksi memiliki wewenang untuk menetapkan limit risiko, tingkat toleransi bagi setiap jenis risiko, dan eksposur risiko, dengan memperhatikan pengalaman, kemampuan permodalan, kemampuan sistem dan perangkat manajemen risiko, sumber daya yang dimiliki, serta ketentuan yang berlaku.

Proses Manajemen Risiko dan Sistem Informasi Manajemen Risiko

1. Identifikasi
   Identifikasi risiko bersifat proaktif, mencakup seluruh aktivitas bisnis Bank dan dilakukan dalam rangka menganalisis sumber dan kemungkinan timbulnya risiko serta dampaknya. Identifikasi risiko antara lain didasarkan pada pengalaman kerugian yang pernah terjadi.

2. Pengukuran
   Pengukuran risiko dilakukan secara berkala untuk seluruh aktivitas bisnis Bank. Penggunaan model pengukuran risiko disesuaikan dengan kebutuhan, ukuran, dan kompleksitas kegiatan usaha, serta manfaat yang diperoleh. Pengukuran risiko dilaksanakan untuk mengukur eksposur risiko sebagai acuan dalam pengendalian. Pengukuran risiko dilakukan secara berkala baik untuk produk dan portofolio maupun seluruh aktivitas bisnis Bank. Pendekatan dan

The Board of Directors ensures that all material risks and their impacts have been followed up, as well as implementing corrective steps for problems, or irregularities in business activities. The risk management culture including risk awareness at all levels of the organization is also a concern of the Board of Directors.

Adequacy of Policies, Procedures, and Determination of Risk Limits

As stipulated in the Bank's General Risk Management Policy, it is explained that the basics of risk management policies are the reference for policies, procedures, and guidelines in the field of risk management in accordance with applicable regulations. The Bank's Risk Management Policy covers several stages of the risk management process, including:

1. Risk identification;
2. Risk measurement;
3. Risk monitoring; and
4. Risk control.

Management procedures and setting limits for each type of risk that must be managed in all products and business activities of the Bank are adjusted to the level of risk to be taken (risk appetite), taking into account the experience possessed in managing the risk in question. Limits are reviewed periodically to adjust to changing conditions.

The Board of Directors has the authority to determine risk limits, tolerance levels for each type of risk, and risk exposure, taking into account experience, capital capacity, risk management system and equipment capabilities, available resources, and applicable regulations.

Risk Management Process and Risk Management Information System

1. Identification
   Risk identification is proactive, covers all of the Bank's business activities and is carried out in order to analyze the sources and possible risks and their impacts. Risk identification is based on, among other things, the experience of losses that have occurred.

2. Measurement
   Risk measurement is carried out periodically for all business activities of the Bank. The use of risk measurement models is adjusted to the needs, size, and complexity of business activities, as well as the benefits obtained. Risk measurement is carried out to measure risk exposure as a reference in control. Risk measurement is carried out regularly for both products and portfolios as well as all business activities of the Bank. Measurement approaches and methodologies

metodologi pengukuran dapat bersifat kuantitatif, kualitatif, atau merupakan kombinasi keduanya. Pengukuran risiko tercermin dalam laporan profil risiko triwulanan dan laporan lainnya.

3. Pemantauan
   Bank memiliki sistem dan prosedur pemantauan yang antara lain mencakup pemantauan terhadap besarnya eksposur Risiko, toleransi Risiko, kepatuhan limit internal, dan hasil *stress testing* maupun konsistensi pelaksanaan dengan kebijakan, prosedur, dan limit yang ditetapkan. Aktivitas pemantauan risiko dilakukan dengan cara mengevaluasi eksposur risiko yang terdapat dalam kegiatan usaha Bank serta efektivitas proses manajemen risiko terintegrasi.

4. Pengendalian
   Proses pengendalian risiko dilaksanakan dengan memperhatikan sistem pengendalian intern yang disusun sesuai dengan ketentuan yang berlaku dan bertujuan untuk mengelola risiko tertentu yang dapat membahayakan kelangsungan usaha Bank. Kerangka kerja proses pengendalian risiko didasarkan atas suatu hasil evaluasi dari eksposur risiko yang terdapat pada bisnis Bank.

5. Sistem Manajemen Risiko
   Sebagai bagian dari proses manajemen risiko, Bank memiliki sistem informasi manajemen risiko yang dapat memastikan terukurnya eksposur risiko secara akurat, informatif, dan tepat waktu, baik eksposur risiko secara keseluruhan/komposit maupun eksposur per jenis risiko yang melekat pada kegiatan usaha Bank, maupun eksposur risiko per jenis aktivitas fungsional Bank.

   Laporan profil risiko merupakan bagian dari sistem informasi manajemen risiko yang disusun secara berkala oleh Divisi yang melaksanakan fungsi manajemen risiko untuk dilaporkan kepada Direksi dan Komite Manajemen Risiko.

Jenis Risiko dan Pengelolaannya

1. Risiko Kredit
   Merupakan risiko kegagalan nasabah dan/atau pihak lain dalam memenuhi kewajiban kepada Bank sesuai dengan perjanjian yang disepakati, termasuk risiko kredit akibat kegagalan debitur, Risiko Konsentrasi Kredit, *Counterparty Credit Risk* dan *Settlemet Risk*. Perseroan melakukan berbagai langkah mitigasi risiko kredit/pembiayaan dengan menggunakan sejumlah teknik seperti penerapan agunan dan penjaminan atau asuransi pembiayaan untuk mengurangi dampak risiko.

can be quantitative, qualitative, or a combination of both. Risk measurement is reflected in quarterly risk profile reports and other reports.

3. Monitoring
   The Bank has a monitoring system and procedure which includes monitoring the amount of Risk exposure, Risk tolerance, internal limit compliance, and the results of stress testing as well as the consistency of implementation with established policies, procedures, and limits. Risk monitoring activities are carried out by evaluating the risk exposure contained in the Bank's business activities as well as the effectiveness of the integrated risk management process.

4. Control
   The risk control process is carried out by taking into account the internal control system which is prepared in accordance with applicable regulations and aims to manage certain risks that may endanger the continuity of the Bank's business. The risk control process framework is based on an evaluation of the risk exposures in the Bank's business.

5. Risk Management System
   As part of the risk management process, the Bank has a risk management information system that can ensure the measurement of risk exposures in an accurate, informative, and timely manner, both overall/composite risk exposures and exposures per type of risk inherent in the Bank's business activities, as well as risk exposures. per type of Bank's functional activities.

   The risk profile report is part of the risk management information system which is prepared periodically by the Division that carries out the risk management function to be reported to the Board of Directors and the Risk Management Committee.

Types of Risk and Management

1. Credit Risk
   It is the risk of failure of customers and/or other parties to fulfill their obligations to the Bank in accordance with the agreed agreement, including credit risk due to debtor failure, Credit Concentration Risk, Counterparty Credit Risk and Settlement Risk. The Bank undertakes various credit/financing risk mitigation measures by using a number of techniques such as the application of collateral and guarantees or financing insurance to reduce the impact of risk.

Beberapa langkah umum yang dijalankan untuk mengelola dan memitigasi risiko ini, adalah:

a. Bank telah menetapkan dan menerapkan tata kelola, kerangka, proses dan pengendalian manajemen risiko kredit;
b. Bank telah memiliki dan menerapkan Kebijakan dan Prosedur Kredit, *Risk Appetite Statement*, *Risk Acceptance Criteria*, dan Komite Kredit secara konsisten;
c. Memiliki standar prosedur yang terdokumentasi dengan baik dan infrastruktur terkait dengan proses pembiayaan, yaitu antara lain prosedur pembiayaan yang memadai dan memiliki Tim *Collection* dengan sistem yang mendukung.

2. Risiko Pasar

Merupakan risiko pada posisi neraca dan rekening administratif akibat perubahan harga pasar, antara lain Risiko berupa perubahan nilai dari aset yang dapat diperdagangkan atau disewakan. Risiko ini timbul akibat adanya perubahan nilai aset yang dapat diperdagangkan atau disewakan. Risiko pasar terdiri dari tiga jenis risiko: risiko nilai tukar, risiko komoditas dan ekuitas.

Langkah mitigasi yang dijalankan meliputi:

a. Strategi pengelolaan aset dan liabilitas bank melalui mekanisme ALCO antara lain yaitu *asset & liabilities management*;
b. *Monitoring* dan pengukuran secara berkala terhadap kecenderungan perubahan harga pasar, kemungkinan terjadinya tekanan pasar serta limitasi risiko pasar;
c. Melakukan pengawasan terhadap perkembangan tingkat margin di pasar dan menganalisa pengaruhnya terhadap kinerja Bank;
d. Bank telah memiliki dan menerapkan *Prosedur Risiko Pasar dan Risk Appetite Statement*.

3. Risiko Likuiditas

Risiko likuiditas adalah risiko akibat ketidakmampuan Bank untuk memenuhi kewajiban yang jatuh tempo dari sumber pendanaan arus kas dan/atau dari aset likuid berkualitas tinggi yang dapat diagunkan, tanpa mengganggu aktivitas dan kondisi keuangan bank. Risiko ini dapat terjadi akibat pertumbuhan pembiayaan bank yang lebih besar dibandingkan dengan pertumbuhan dana pihak ketiga.

Tindakan yang diambil oleh Perseroan untuk meminimalkan risiko likuiditas diantaranya sebagai berikut:

a. Melakukan pengukuran profil risiko likuiditas yang menggambarkan posisi dan kecenderungan risiko likuiditas Bank secara berkesinambungan, sehingga menjadi indikator peringatan dini, jika Bank mulai mengalami permasalahan likuiditas;

Some of the general steps taken to manage and mitigate this risk are:

a. The Bank has established and implemented credit risk management governance, framework, processes and controls;
b. The Bank has consistently implemented and implemented Credit Policies and Procedures, Risk Appetite Statements, Risk Acceptance Criteria, and Credit Committees;
c. Have well-documented standard procedures and infrastructure related to the financing process, namely, among others, adequate financing procedures and having a Collection Team with a supportive system.

2. Market Risk

Represents the risk in balance sheet and off-balance sheet positions due to changes in market prices, including risk in the form of changes in the value of assets that can be traded or leased. This risk arises due to changes in the value of assets that can be traded or leased. Market risk consists of three types of risk: exchange rate risk, commodity risk and equity risk.

Mitigation measures implemented include:

a. The strategy for managing bank assets and liabilities through the ALCO mechanism includes, among others, asset & liability management;
b. Regular monitoring and measurement of trends in market price changes, the possibility of market pressures and market risk limitations;
c. Supervise the development of margin levels in the market and analyze their impact on the Bank's performance;
d. The Bank has and implemented Market Risk Procedures and Risk Appetite Statements.

3. Liquidity Risk

Liquidity risk is the risk due to the Bank's inability to meet maturing obligations from cash flow funding sources and/or from high quality liquid assets that can be pledged as collateral, without disrupting the activities and financial condition of the bank. This risk can occur due to the growth of bank financing that is greater than the growth of third party funds.

Actions taken by the Bank to minimize liquidity risk include the following:

a. To measure the liquidity risk profile that describes the position and trend of the Bank's liquidity risk on an ongoing basis, so that it becomes an early warning indicator, if the Bank begins to experience liquidity problems;

b. Melakukan *review* terhadap kebijakan dan prosedur operasi standar yang terkait dengan pengelolaan risiko likuiditas;
c. Mengatur dan menjaga likuiditas Bank secara keseluruhan dan sesuai ketentuan Regulator dalam hal pemenuhan Giro Wajib Minimum (GWM), RIM (Rasio Intermediasi Makroprudensial) dan Penyangga Likuiditas Makroprudensial (PLM);
d. Memelihara akses Bank ke pasar uang melalui penempatan dan pinjaman antar bank;
e. Bank telah memiliki dan menerapkan *Risk Appetite Statement*, Prosedur Risiko Likuiditas dan *Contingency Funding Plan*.

4. Risiko Operasional
Merupakan 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 diseluruh unit kerja melalui pemisahan tugas dan tanggung jawab, mekanisme *dual control* dalam pelaksanaan fungsi transaksi, deviasi/otorisasi, pembatasan otoritas sistem akses, peningkatan kompetensi karyawan termasuk pemenuhan kecukupan sumber daya manusia (SDM) dan pelaksanaan audit internal.

Langkah-langkah mitigasi yang dilakukan Perseroan untuk mengelola risiko ini adalah:
a. Melakukan analisa risiko operasional untuk produk baru yang diusulkan dan atau kegiatan yang akan diluncurkan oleh Bank;
b. 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*;
c. Melakukan *review* terhadap ketentuan baik itu kebijakan maupun prosedur yang berkaitan dengan pengelolaan risiko operasional.
d. Bank telah memiliki dan menerapkan Risk Appetite Statement, Prosedur Anti Fraud, dan *Business Continuity Plan*.

5. Risiko Hukum
Risiko akibat tuntutan hukum dan/atau kelemahan aspek yuridis, antara lain dapat disebabkan karena kurangnya pendukung hukum atau kelemahan dari kontrak. Selain itu, Bank juga harus mengikuti seluruh aturan dan ditetapkan oleh Bank Indonesia dan OJK. Kegagalan untuk mematuhi hukum dan peraturan yang berlaku dapat menimbulkan klaim litigasi terhadap Bank.

b. Reviewing policies and standard operating procedures related to liquidity risk management;
c. Regulate and maintain the Bank's liquidity as a whole and in accordance with the provisions of the Regulator in terms of fulfilling the Statutory Reserves (GWM), RIM (Macroprudential Intermediation Ratio) and Macroprudential Liquidity Buffer (PLM);
d. Maintaining the Bank's access to the money market through interbank placements and loans;
e. The Bank has had and implemented a Risk Appetite Statement, Liquidity Risk Procedure and Contingency Funding Plan.

4. Operational Risk
Is the risk of loss caused by inadequate internal processes, failure of internal processes, human error, system failure and/or external events that affect the Bank's operations.

Operational risk is the main risk managed by the Bank in the form of internal control development. One of the efforts made is increasing control in all work units through segregation of duties and responsibilities, dual control mechanism in the implementation of transaction functions, deviation/authorization, limitation of access system authority, increasing employee competence including the fulfillment of human resources (HR) adequacy and audit internal implementation.

Mitigation steps taken by the Bank to manage this risk are:
a. Conduct operational risk analysis for new products proposed and or activities to be launched by the Bank;
b. Develop risk management policies including procedures for information technology including data communication networks and software standardization, access system management, development of electronic banking services in terms of accessibility security and Disaster Recovery Plan;
c. Reviewing the provisions of both policies and procedures related to operational risk management.
d. The Bank has had and implemented a Risk Appetite Statement, Anti Fraud Procedure, and a Business Continuity Plan.

5. Legal Risk
Risks due to lawsuits and/or weaknesses in the juridical aspect, among others, can be caused by lack of legal support or weakness of the contract. In addition, Banks must also follow all the rules and are stipulated by Bank Indonesia and OJK. Failure to comply with applicable laws and regulations may result in litigation claims against the Bank.

Mitigasi yang dijalankan untuk mengelola risiko ini, adalah:

a. Bank telah memiliki dan menerapkan Kebijakan Hukum dan *Risk Appetite Statement* untuk risiko hukum;
b. Memeriksa segala perjanjian yang akan dibuat antara Bank dengan pihak ketiga dan meminta *review* dari unit kerja lain yang terkait;
c. Melakukan analisa hukum atas produk dan/atau aktivitas baru.

6. Risiko Kepatuhan
Risiko yang timbul dari kegagalan Bank dalam memenuhi dan/atau menerapkan hukum yang berlaku dan peraturan untuk bank syariah. Sebagai lembaga perbankan syariah, Perseroan wajib untuk selalu mematuhi peraturan perbankan yang dikeluarkan oleh Pemerintah, Bank Indonesia, Otoritas Jasa Keuangan dan Dewan Syariah Nasional.

Untuk memitigasi risiko ini, Perseroan menjalankan beberapa inisiatif, yakni:

a. Melakukan identifikasi dan pengelolaan risiko kepatuhan sejak awal dengan memberikan masukan/*review* kepada unit bisnis serta unit operasional dalam hal pengembangan produk dan/atau aktivitas baru;
b. Melakukan *review* terhadap kebijakan pedoman dan prosedur internal yang dimiliki dalam rangka memastikan bahwa seluruh peraturan eksternal telah disediakan akomodasi sedemikian rupa dan dipatuhi dalam pelaksanaannya;
c. Melakukan sosialisasi terkait peraturan yang berlaku kepada unit kerja terkait sehingga setiap unit kerja dapat melaksanakan tugas dan tanggung jawab sesuai dengan peraturan berlaku;
d. Menjadi *Liasion* dengan Dewan Pengawas Syariah guna memastikan kepatuhan operasi Bank dengan prinsip syariah.

7. Risiko Stratejik
Risiko ini merupakan risiko akibat ketidaktepatan dalam pengambilan dan/atau pelaksanaan suatu keputusan stratejik serta kegagalan dalam mengantisipasi perubahan lingkungan bisnis. Risiko ini timbul antara lain karena bank menetapkan strategi yang kurang sejalan dengan visi dan misi bank, melakukan analisis lingkungan stratejik yang tidak komprehensif dan/atau terdapat ketidaksesuaian rencana stratejik antar level stratejik.

Risiko Stratejik juga timbul karena kegagalan dalam mengantisipasi perubahan lingkungan bisnis mencakup kegagalan dalam mengantisipasi perubahan teknologi, perubahan kondisi ekonomi makro, dinamika kompetisi di pasar dan perubahan kebijakan otoritas terkait.

The mitigations implemented to manage this risk are:

a. The Bank has and has implemented a Legal Policy and Risk Appetite Statement for legal risks;
b. Examine all agreements that will be made between the Bank and third parties and request a review from other related work units;
c. Conducting legal analysis of new products and/or activities.

6. Compliance Risk
Risks arising from the Bank's failure to comply with and/or apply applicable laws and regulations for Islamic banks. As a sharia banking institution, Banks are required to always comply with banking regulations issued by the Government, Bank Indonesia, the Financial Services Authority and the National Sharia Council

To mitigate this risk, the Bank carries out several initiatives, namely:

a. Identify and manage compliance risk from the outset by providing input/review to business units and operational units in terms of developing new products and/or activities;
b. Conduct a review of the policies, guidelines and internal procedures that are owned in order to ensure that all external regulations have been provided with accommodation in such a way and are complied with in their implementation;
c. Conducting socialization related to applicable regulations to the relevant work units so that each work unit can carry out its duties and responsibilities in accordance with applicable regulations;
d. Liaise with the Sharia Supervisory Board to ensure compliance with the Bank's operations with sharia principles.

7. Strategic Risk
This risk is a risk due to inaccuracy in making and/or implementing a strategic decision and failure to anticipate changes in the business environment. This risk arises, among others, because the bank sets a strategy that is not in line with the bank's vision and mission, conducts an incomprehensive strategic environmental analysis and/or there is a strategic plan discrepancy between strategic levels.

Strategic risk also arises due to failure to anticipate changes in the business environment, including failure to anticipate changes in technology, changes in macroeconomic conditions, dynamics of competition in the market and changes in policies of the relevant authorities.

Adapun mitigasi atau pengelolaan risiko stratejik yang dijalankan oleh Perseroan, mencakup:

a. Melakukan identifikasi dan kuantifikasi risiko strategis sejak awal penyusunan rencana bisnis bank dengan berpedoman pada visi, misi, strategi serta kemampuan Perseroan;
b. Mengelola risiko stratejik melalui proses pertimbangan dan pengambilan keputusan secara kolektif dan komprehensif di lingkungan Komite Manajemen Risiko, untuk selanjutnya disampaikan ke Direksi;
c. Melakukan kaji ulang secara berkala terhadap strategi dan rencana bisnis bank untuk memastikan apakah masih relevan dengan situasi dan kondisi terkini serta melakukan penilaian terhadap tingkat keberhasilan pencapaian rencana bisnis bank.

The strategic risk mitigation or management carried out by the Bank includes:

a. Identify and quantify strategic risk since the beginning of the preparation of the bank's business plan based on the vision, mission, strategy and capabilities of the Bank;
b. Managing strategic risk through a collective and comprehensive consideration and decision-making process within the Risk Management Committee, to be further submitted to the Board of Directors;
c. Conduct regular reviews of the bank's strategy and business plan to ensure whether it is still relevant to the current situation and conditions as well as assessing the success rate of achieving the bank's business plan

8. Risiko Reputasi

Risiko akibat menurunnya tingkat kepercayaan pemangku kepentingan yang bersumber dari persepsi negatif terhadap bank. Risiko ini timbul antara lain karena adanya pemberitaan media dan/atau rumor mengenai bank yang bersifat negatif serta adanya strategi komunikasi bank yang kurang efektif.

Mitigasi dan pengelolaan risiko yang dijalankan Perseroan, mencakup:

a. Melakukan pengawasan terhadap pemberitaan media untuk memantau publikasi negatif atau keluhan nasabah yang muncul di media;
b. Membuat klarifikasi dan tanggapan sesuai dengan langkah terbaik yang ditempuh Perseroan apabila terdapat pemberitaan negatif dan keluhan nasabah yang muncul di media;
c. Melakukan analisis risiko reputasi yang mungkin timbul, serta strategi untuk mengantisipasi risiko saat meluncurkan produk/layanan/program baru Bank.

8. Reputational Risk

The risk due to the declining level of stakeholder trust stems from negative perceptions of the bank. This risk arises, among others, due to negative media coverage and/or rumors about the bank as well as an ineffective bank communication strategy.

Mitigation and risk management carried out by the Bank, includes:

a. Supervise media coverage to monitor negative publications or customer complaints that appear in the media;
b. Make clarifications and responses in accordance with the best steps taken by the Bank if there is negative news and customer complaints that appear in the media;
c. Conducting reputation risk analysis that may arise, as well as strategies to anticipate risks when launching the Bank's new products/services/programs.

9. Risiko Imbal Hasil

Merupakan risiko akibat perubahan tingkat imbal hasil yang dibayarkan Bank kepada nasabah, karena terjadi perubahan tingkat imbal hasil yang diterima Bank dari penyaluran dana.

Mitigasi dan pengelolaan risiko Imbal Hasil yang dilakukan Perseroan, mencakup:

a. *Monitoring* dan pengukuran melalui rapat ALCO terhadap kebijakan *pricing* secara berkala atau sesuai kebutuhan apabila terjadi tekanan pasar yang dapat meningkatkan risiko bank;
b. Kecukupan penetapan limit dan proses kaji ulang yang memadai terhadap portofolio DPK dan pembiayaan dengan akad berbasis bagi hasil serta sensitivitas terhadap perubahan *pricing* di pasar;

9. Return Risk

Is a 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.

Mitigation and risk management of Returns carried out by the Bank, includes:

a. Monitoring and measuring through ALCO meetings on pricing policies on a regular basis or as needed in the event of market pressures that can increase bank risk;
b. The adequacy of limit setting and adequate review process of the TPF portfolio and financing with profit-sharing based contracts as well as sensitivity to changes in pricing in the market;

c. Estimasi secara berkala terhadap potensi kerugian ekonomis Bank pada kondisi pasar yang tidak normal guna melihat sensitivitas kinerja Bank terhadap perubahan suku bunga *benchmark* dan nisbah di pasar;
d. Bank telah memiliki dan menerapkan standar prosedur risiko imbal hasil.

10. Risiko Investasi
Risiko akibat Bank ikut menanggung kerugian usaha nasabah yang dibiayai dalam pembiayaan berbasis bagi hasil baik yang menggunakan metode *net revenue sharing* maupun yang menggunakan metode *profit and loss sharing*.

Beberapa langkah mitigasi dan pengelolaan yang dilakukan, mencakup:
a. Identifikasi atas risiko aktivitas investasi dengan akad berbasis bagi hasil terhadap portofolio yang sudah ada atau potensi risiko yang mungkin timbul, guna memudahkan dalam menyusun dan mengimplementasikan kebijakan investasi dengan akad berbasis bagi hasil yang jelas dan hati-hati, sehingga risiko tersebut dapat dikelola dan dikendalikan secara efektif;
b. Mengimplementasikan proses persetujuan investasi dengan akad berbasis bagi hasil yang efektif antara lain dengan menetapkan batas kewenangan (limit) dan mekanisme pengambilan keputusan investasi dengan akad berbasis bagi hasil;
c. *Monitoring* terhadap konsentrasi penyaluran dana dengan akad berbasis bagi hasil sehingga sesuai dengan *risk appetite* Bank;

Review terhadap Efektivitas Sistem Manajemen Risiko

c. Periodic estimation of the Bank's potential economic loss in abnormal market conditions in order to see the sensitivity of the Bank's performance to changes in benchmark interest rates and market ratios;
d. The Bank has and has implemented standard return risk procedures.

10. Investment Risk
The risk due to the Bank taking part in bearing the customer's business losses which are financed in profit-sharing-based financing, either using the net revenue sharing method or using the profit and loss sharing method.

Several mitigation and management measures were carried out, including:
a. Identification of the risks of investment activities with profit-sharing-based contracts against existing portfolios or potential risks that may arise, in order to facilitate the preparation and implementation of investment policies with clear and careful profit-sharing-based contracts, so that these risks can be managed and effectively controlled;

b. Implementing an investment approval process with an effective profit-sharing based contract, among others by setting limits and an investment decision-making mechanism with a profit-sharing based contract;
c. Monitoring the concentration of fund distribution with profit-sharing based contracts so that it is in line with the Bank's risk appetite;

Review on the Effectiveness of the Risk Management System

Penilaian Profil Risiko
Risk Profile Assessment

Profil Risiko Risk Profile	**Penilaian Posisi Desember 2021** Assessment as of December 2021			**Penilaian Posisi Desember 2020** Assessment as of December 2020		
	Peringkat Risiko Inheren Inherent Risk Rating	**Peringkat Kualitas Penerapan Manajemen Risiko** Rating Risk Management Implementation Quality Rating	**Peringkat Risiko** Risk Rating	**Peringkat Risiko Inheren** Inherent Risk Rating	**Peringkat Kualitas Penerapan Manajemen Risiko** Rating Risk Management Implementation Quality Rating	**Peringkat Risiko** Risk Rating
Risiko Kredit Credit Risk	Low	*Satisfactory*	1	*Low*	*Satisfactory*	1
Risiko Pasar Market Risk	*Low*	*Satisfactory*	1	*Low*	*Satisfactory*	1
Risiko Likuiditas Liquidity Risk	*Low*	*Satisfactory*	1	*Low*	*Satisfactory*	1
Risiko Operasional Operational Risk	*Low to moderate*	*Satisfactory*	2	*Low to moderate*	*Satisfactory*	2
Risiko Hukum Legal Risk	*Low*	*Satisfactory*	1	*Low to moderate*	*Satisfactory*	2
Risiko Stratejik Strategic Risk	*Low to moderate*	*Satisfactory*	2	*Moderate*	*Satisfactory*	3

Penilaian Profil Risiko
Risk Profile Assessment

Profil Risiko Risk Profile	Penilaian Posisi Desember 2021 Assessment as of December 2021			Penilaian Posisi Desember 2020 Assessment as of December 2020		
	Peringkat Risiko Inheren Inherent Risk Rating	Peringkat Kualitas Penerapan Manajemen Risiko Rating Risk Management Implementation Quality Rating	Peringkat Risiko Risk Rating	Peringkat Risiko Inheren Inherent Risk Rating	Peringkat Kualitas Penerapan Manajemen Risiko Rating Risk Management Implementation Quality Rating	Peringkat Risiko Risk Rating
Risiko Kepatuhan Compliance Risk	*Low to moderate*	*Satisfactory*	2	Low to moderate	Satisfactory	2
Risiko Reputasi Reputational Risk	*Low*	*Satisfactory*	1	Low	Satisfactory	1
Risiko Imbal Hasil Return Risk	*Low*	*Satisfactory*	1	Low	Satisfactory	1
Risiko Investasi Investment Risk	*Low*	*Satisfactory*	1	Low	Satisfactory	1
Peringkat Komposit Composite Rating	*Low to moderate*	Satisfactory	2	Low to moderate	Satisfactory	2

Penilaian Profil Risiko Komposit PT Bank Aladin Syariah Tbk ("Bank") pada Semester II Tahun 2021 (Juli - Desember 2021) adalah Peringkat "2" (dua), dengan nilai *Low to moderate* untuk Risiko Inheren, dan *Satisfactory* untuk Kualitas Penerapan Manajemen Risiko. Beberapa pertimbangan yang mendukung penilaian adalah sebagai berikut:

1. Bank belum melakukan kegiatan pembiayaan baru sehingga eksposur risiko pembiayaan relatif rendah.
2. Likuiditas yang dimiliki Bank masih cukup tinggi dengan jumlah aset likuid yang cukup besar.
3. Tidak ada kerugian risiko operasional yang signifikan dan risiko reputasi tergolong rendah.
4. Strategi bisnis Bank sudah lebih terarah sesuai dengan target RBB, yaitu dengan diberikannya izin oleh Otoritas Jasa Keuangan dan Bank Indonesia untuk layanan *mobile banking* dan kartu debet/ATM.

Pernyataan Direksi dan/atau Dewan Komisaris terkait Sistem Manajemen Risiko

Bank secara berkala melakukan evaluasi terhadap efektivitas sistem manajemen risiko, antara lain meliputi:

1. Kebijakan dan prosedur terkait penilaian risiko;
2. Kecukupan proses identifikasi, pengukuran, pemantauan dan pengendalian risiko;
3. Strategi dan kerangka kerja manajemen risiko.

Evaluasi efektivitas sistem manajemen risiko tentu saja memperhatikan kondisi dan rencana bisnis bank serta faktor eksternal. Bank diharuskan mampu beradaptasi terhadap lingkungan dengan penerapan manajemen risiko yang mengedepankan prinsip kehati-hatian dan sesuai dengan prinsip syariah.

The Composite Risk Profile Assessment of PT Bank Aladin Syariah Tbk ("Bank") in Semester II 2021 (July - December 2021) is Rank "2" (two), with a value of Low to moderate for Inherent Risk, and Satisfactory for Quality of Risk Management Implementation . Some of the considerations that support the assessment are as follows:

1. The Bank has not carried out new financing activities so that the exposure to financing risk is relatively low.
2. Liquidity owned by the Bank is still quite high with a fairly large amount of liquid assets.
3. There is no significant operational risk loss and the reputation risk is low.
4. The Bank's business strategy has been more focused in accordance with the RBB target, namely the issuance of permits by the Financial Services Authority and Bank Indonesia for mobile banking and debit card/ATM services.

Statement of the Board of Directors and/or Board of Commissioners regarding the Risk Management System

The Bank periodically evaluates the effectiveness of the risk management system, which includes:

1. Policies and procedures related to risk assessment;
2. Adequacy of risk identification, measurement, monitoring and control processes;
3. Strategy and risk management framework.

Evaluation of the effectiveness of the risk management system takes into account the conditions and business plans of the bank as well as external factors. Banks are required to be able to adapt to the environment by implementing risk management that prioritizes the principle of prudence and in accordance with sharia principles.

Perkara Hukum
Lawsuit

Hingga 31 Desember 2021, Bank tidak memiliki entitas anak, dan sepanjang tahun 2021, anggota Dewan Komisaris serta anggota Direksi Bank maupun Dewan Pengawas Syariah yang sedang menjabat tidak memiliki permasalahan hukum, baik perdata maupun pidana.

As of December 31, 2021, the Bank does not have any subsidiaries, and throughout 2021, the current members of the Board of Commissioners and members of the Bank's Board of Directors and Sharia Supervisory Board have no legal issues, both civil and criminal.

Permasalahan Hukum
Tidak ada gugatan hukum baik perdata atau pidana atau hubungan industrial yang ditujukan kepada Bank, maupun kepada anggota Dewan Komisaris, Anggota Direksi maupun Dewan Pengawas Syariah hingga tanggal 31 Desember 2021.

Sanksi Administratif
Hingga 31 Desember 2021, terdapat pengenaan sanksi administratif dari pihak Regulator Bank namun hal tersebut tidak berdampak kepada kegiatan operasional Bank.

Legal Issues
There are no lawsuits, whether civil or criminal or industrial relations, directed against the Bank, or against members of the Board of Commissioners, members of the Board of Directors and Sharia Supervisory Board as of December 31, 2021.

Administrative Sanctions
As of December 31, 2021, there is an administrative sanction imposed by the Bank's Regulators, but this has no impact on the Bank's operational activities.

Buy Back Shares dan/atau *Buy Back* Obligasi Bank
Buy Back Share and/or Buy Back Bank Bond

Selama periode tahun 2021, Bank tidak melakukan *buy back shares* dan/atau *buy back* obligasi.

During the period of 2021, the Bank did not buy back shares and/or buy back bonds.

Program Kepemilikan Saham Karyawan dan/atau Manajemen
Employee and/or Management Share Ownership Program

Selama periode tahun 2021, Bank tidak memberikan opsi ESOP maupun MSOP.

During the 2021 period, the Bank does not provide ESOP or MSOP options.

Akses Informasi dan Data Perusahaan
Access To Company Information and Data

Sebagai bentuk komitmen Perseroan dalam rangka menerapkan nilai-nilai *Good Corporate Governance* (GCG), seperti di antaranya melalui penerapan keterbukaan informasi baik secara internal maupun eksternal. Pengelolaan dan Keterbukaan akan informasi tentang Perseroan, seperti Transparansi Kondisi Keuangan dan Non Keuangan, Laporan Pelaksanaan GCG dan Pelaporan Internal lainnya yang terkait, sangat penting dalam membangun citra Perseroan di mata publik khususnya para *stakeholder*.

As a form of the Bank's commitment to implementing Good Corporate Governance (GCG) values, such as through the implementation of information disclosure both internally and externally. Management and disclosure of information about the Bank, such as Transparency of Financial and Non-Financial Conditions, GCG Implementation Reports and other related Internal Reports, is very important in building the Bank's image in the eyes of the public, especially stakeholders.

Bank telah melaksanakan transparansi kondisi keuangan yang dituangkan dalam:
1. Laporan Tahunan, yang dipublikasikan dalam *website* Perseroan yaitu https://aladinbank.id/ dan disampaikan kepada pemegang saham, OJK, dan lembaga lain sebagaimana yang ditentukan dalam peraturan yang berlaku.
2. Laporan Keuangan Publikasi Triwulanan, yang dipublikasikan dalam *website* Perseroan dan disampaikan kepada OJK dan media massa.
3. Laporan Keuangan Publikasi Bulanan, yang dipublikasikan dalam *website* Perseroan.

The Bank has implemented financial condition transparency as outlined in:
1. Annual Report, which is published on the Bank's website, namely https://aladinbank.id/ and submitted to shareholders, OJK, and other institutions as specified in the applicable regulations.
2. Quarterly Published Financial Report, published on the Bank's website and submitted to OJK and the mass media.
3. Monthly Published Financial Report, published on the Bank's website.

Bank juga telah melaksanakan transparansi kondisi non-keuangan yang dituangkan dalam:
1. Laporan Pelaksanaan GCG, yang dipublikasikan dalam *website* Perseroan yakni https://aladinbank.id/ dan disampaikan kepada pemegang saham, OJK, dan lembaga lain sebagaimana yang ditentukan dalam peraturan yang berlaku.
2. Informasi mengenai berbagai peristiwa dan kegiatan Perseroan, yang dipublikasikan dalam *website* Bank.

The Bank has also implemented transparency of non-financial conditions as outlined in:
1. GCG Implementation Report, published on the Bank's website, namely https://aladinbank.id/ and submitted to shareholders, OJK, and other institutions as specified in the applicable regulations.
2. Information regarding various events and activities of the Bank, published on the Bank's website.

Informasi mengenai Transparansi Kondisi Keuangan dan Non-Keuangan, Laporan Pelaksanaan GCG dan Pelaporan Internal Perseroan dapat diakses pada situs *website* Perseroan (https://aladinbank.id/).

Information regarding Transparency of Financial and Non-Financial Conditions, GCG Implementation Reports and Bank Internal Reports can be accessed on the Bank's website (https://aladinbank.id id/).

Kode Etik Bank
Bank Code of Conduct

Sebagai salah satu lembaga keuangan yang terus berkomitmen penuh dalam menjalankan prinsip-prinsip GCG pada setiap lini bisnisnya, Bank Aladin menetapkan aturan dasar yang dimuat dalam Kode Etik dan Pedoman Perilaku (KEPP).

Kode Etik dan Pedoman Perilaku ("KEPP") ini disusun dengan tujuan untuk menjadi pedoman pokok bagi seluruh karyawan dan manajemen Perseroan agar dapat menciptakan lingkungan dan budaya kerja yang sehat, profesional, berintegritas.

Pokok-pokok Kode Etik

Kode Etik Perseroan diatur dalam Kode Etik & Pedoman Perilaku bagi seluruh karyawan dan Manajemen Perseroan tahun 2021 bertujuan untuk menciptakan lingkungan dan budaya kerja yang sehat, profesional dan berintegritas yang mencakup pengaturan antara lain sebagai berikut:

1. Konflik kepentingan;
2. Penyalahgunaan jabatan;
3. Penyalahgunaan informasi;
4. Integritas dan akurasi data & transaksi;
5. Perlakukan adil dan bijaksana;
6. Hubungan dengan Nasabah;
7. Kerahasiaan;
8. Pelanggaran hukum, aturan, standar dan pedoman;
9. Pernyataan kepada publik.
10. Integritas Sistem Perbankan dan lain sebagainya.

Pengungkapan Kepatuhan Kode Etik Berlaku untuk Seluruh Level Organisasi

Pengelolaan Bank selain harus mengikuti Peraturan Perundang-undangan yang berlaku juga harus menjunjung tinggi norma dan nilai etika. Kode etik berlaku bagi seluruh insan Aladin Bank, baik Karyawan yang mempunyai hubungan kerja langsung atau Karyawan tetap maupun kontrak, termasuk Direksi dan Dewan Komisaris.

Sosialisasi dan Penyebarluasan Kode Etik

Kode etik Bank telah dikomunikasikan dan disosialisasikan kepada Dewan Komisaris dan organ pendukungnya, Dewan Pengawas Syariah, dan Direksi, serta seluruh Insan Bank. Kode Etik Bank telah diungkapkan dan/atau dipublikasikan melalui *website* Aladin Bank yang dengan mudah dapat diakses oleh semua insan Aladin Bank dan dapat diketahui oleh seluruh lapisan masyarakat.

As one of the financial institutions that continues to be fully committed to implementing GCG principles in each of its business lines, Aladin Bank establishes the basic rules contained in the Code of Ethics and Code of Conduct (KEPP).

Ethics and Code of Conduct (KEPP) to be the main guideline for all employees and management of the Bank in order to create a healthy, professional, and integrity work environment and culture.

Code of Conduct

The Bank's Code of Ethics is regulated in the Code of Ethics & Code of Conduct for all employees and Bank Management in 2021, which aims to create a healthy, professional and integrity work environment and culture which includes the following arrangements:

1. Conflict of interest;
2. Misuse of office;
3. Misuse of information;
4. Integrity and accuracy of data & transactions;
5. Treat fairly and wisely;
6. Relationship with Customers;
7. Confidentiality;
8. Violation of laws, rules, standards and guidelines;
9. Public statements;
10. Banking System Integrity and so on

Disclosure of Compliance Code of Ethics Applies to All Levels of the Organization

Bank management in addition to complying with the applicable laws and regulations must also uphold ethical norms and values. The code of ethics applies to all employees of Aladin Bank, whether employees who have a direct employment relationship or permanent or contract employees, including the Board of Directors and the Board of Commissioners.

Dissemination and Dissemination of the Code of Ethics

The Bank's code of ethics has been communicated and socialized to the Board of Commissioners and its supporting organs, the Sharia Supervisory Board, and the Board of Directors, as well as all Bank personnel. The Bank's Code of Ethics has been disclosed and/or published through the Aladin Bank website which can be easily accessed by all Aladin Bank personnel and can be known by all levels of society.

Pelanggaran Kode Etik
Code of Conduct Violation

Pelanggaran Violation	Jumlah Kasus yang Dilakukan Number of Cases Done					
	Dewan Komisaris & Direksi Board of Commissioners & Directors		Pegawai Tetap Permanent Employees		Pegawai Tidak Tetap Temporary Employees	
	2021	2020	2021	2020	2021	2020
Total *Fraud*	-	-	-	-	-	-
Telah diselesaikan Completed	-	-	-	-	-	-
Dalam proses internal In internal process	-	-	-	-	-	-
Belum diupayakan penyelesaiannya Haven't tried to solve it yet	-	-	-	-	-	-
Telah ditindaklanjuti melalui proses hukum It has been followed up through the legal process	-	-	-	-	-	-

Penanganan Benturan Kepentingan
Handling of Conflict of Interest

Bank telah memiliki pedoman mengenai benturan kepentingan yang mengikat setiap pengurus dan karyawan Bank sebagaimana tercantum dalam Kode Etik dan Pedoman Perilaku. Sepanjang periode tahun 2021, tidak ada transaksi yang mengandung benturan kepentingan.

The Bank has guidelines regarding conflicts of interest that bind every management and employee of the Bank as stated in the Code of Ethics and Code of Conduct. Throughout the 2021 period, there were no transactions containing conflicts of interest.

Penerapan Fungsi Kepatuhan
Implementation of The Compliance Function

Bank telah mengangkat Direktur Kepatuhan yang bertugas untuk memastikan kepatuhan terhadap ketentuan OJK, BI, dan peraturan perundang-undangan yang berlaku sebagaimana diatur dalam ketentuan OJK mengenai Fungsi Kepatuhan. Sejalan dengan itu Direktur Kepatuhan dan satuan kerja kepatuhan pada Perseroan wajib berkoordinasi dengan Dewan Pengawas Syariah terkait pelaksanaan Fungsi Kepatuhan terhadap Prinsip Syariah.

Direktur Kepatuhan Perseroan telah memenuhi persyaratan independensi serta kriteria sebagaimana ditetapkan dalam regulasi dan telah efektif lulus Penilaian Kemampuan dan Kepatutan dari Bank Indonesia pada tahun 2010. Direktur Kepatuhan menyampaikan laporan pelaksanaan tugas dan tanggung jawabnya secara bulanan kepada Direksi melalui forum Rapat Direksi yang dilaksanakan secara bulanan, dan Rapat Dewan Komisaris setiap 2 (dua) bulan sekali. Direktur Kepatuhan juga telah menyampaikan laporan pokok pelaksanaan tugas Direktur Kepatuhan secara semesteran kepada OJK.

Dalam menjalankan tugasnya, sesuai dengan POJK No. 46/POJK.03/2017 tanggal 12 Juli 2017 tentang Pelaksanaan Fungsi Kepatuhan Bank Umum, Direktur Kepatuhan dibantu oleh unit kerja *Compliance*, *Sharia* dan AML memiliki tugas dan tanggung jawab antara lain sebagai berikut:

1. Membuat langkah-langkah dalam rangka mendukung terciptanya Budaya Kepatuhan pada seluruh kegiatan usaha Bank pada setiap jenjang organisasi;
2. Melakukan identifikasi, pengukuran, *Monitoring*, dan pengendalian terhadap Risiko Kepatuhan dengan mengacu pada ketentuan Otoritas Jasa Keuangan yang mengatur mengenai Penerapan Manajemen Risiko bagi bank umum syariah dan unit usaha syariah;
3. Menilai dan mengevaluasi efektivitas, kecukupan, dan kesesuaian kebijakan, ketentuan, sistem maupun prosedur yang dimiliki oleh Bank dengan ketentuan perundang-undangan;
4. Melakukan kaji ulang dan/atau merekomendasikan pengkinian dan penyempurnaan kebijakan, ketentuan, sistem maupun prosedur yang dimiliki oleh Bank agar sesuai dengan ketentuan Otoritas Jasa Keuangan dan ketentuan perundangundangan, termasuk Prinsip Syariah;
5. Melakukan upaya untuk memastikan bahwa kebijakan, ketentuan , sistem dan prosedur, serta kegiatan usaha Bank telah sesuai dengan ketentuan Otoritas Jasa Keuangan dan ketentuan perundang-undangan;

The Bank has appointed a Compliance Director whose task is to ensure compliance with the provisions of the OJK, BI, and applicable laws and regulations as stipulated in the OJK regulations regarding the Compliance Function. Accordingly, the Compliance Director and the compliance work unit at the Bank are required to coordinate with the Sharia Supervisory Board regarding the implementation of the Compliance Function with Sharia Principles.

The Bank's Compliance Director has met the independence requirements and criteria as stipulated in the regulations and has effectively passed the Fit and Proper Assessment from Bank Indonesia in 2010. The Compliance Director submits a monthly report on the implementation of his duties and responsibilities to the Board of Directors through the Board of Directors Meeting forum which is held monthly, and the Board of Commissioners Meeting every 2 (two) months. The Director of Compliance has also submitted a report on the implementation of the duties of the Director of Compliance on a semi-annual basis to OJK.

In carrying out their duties, in accordance with POJK No. 46/POJK.03/2017 dated July 12, 2017 concerning the Implementation of the Compliance Function of Commercial Banks, the Compliance Director is assisted by the Compliance, Sharia and AML work units having the following duties and responsibilities:

1. Take steps to support the creation of a Compliance Culture in all business activities of the Bank at every level of the organization;
2. Identify, measure, monitor, and control Compliance Risk by referring to the provisions of the Financial Services Authority which regulates the Implementation of Risk Management for Islamic commercial banks and sharia business units;
3. Assess and evaluate the effectiveness, adequacy, and conformity of policies, provisions, systems and procedures owned by the Bank with the provisions of laws and regulations;
4. Review and/or recommend updating and improving the policies, provisions, systems and procedures of the Bank to comply with the provisions of the Financial Services Authority and the provisions of laws and regulations, including Sharia Principles;
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 the legislation;

6. Melakukan sosialisasi kepada seluruh karyawan Bank mengenai hal-hal yang terkait dengan Fungsi Kepatuhan terutama mengenai ketentuan yang berlaku;
7. Menjalankan peran konsultatif sebagai *Strategic Business Partner* guna pencegahan dalam rangka mitigasi risiko kepatuhan dan memberikan rekomendasi untuk perbaikan serta peningkatan efektivitas kepatuhan, pengendalian internal dan GCG.
8. Melakukan tugas-tugas lainnya yang terkait dengan Fungsi Kepatuhan.

Dalam rangka menjaga dan meningkatkan pelaksanaan Fungsi Kepatuhan, kegiatan kepatuhan yang dilakukan selama tahun 2021 antara lain berkaitan dengan peningkatan budaya kepatuhan, pengelolaan risiko kepatuhan, evaluasi ketentuan internal, pemantauan aspek kehati-hatian Bank. Dalam mengelola risiko kepatuhan, Bank telah melakukan serangkaian aktivitas mitigasi, antara lain:

1. Melakukan pemantauan atas rasio *prudential bank* antara lain ketentuan Kewajiban Pemenuhan Modal Minimum (KPMM), Posisi Devisa Neto (PDN), Kualitas Aset Produktif dan Batas Maksimum Pemberian Pembiayaan (BMPP/BMPK) dalam rangka prinsip kehati-hatian seperti tabel di bawah ini:

6. Conduct socialization to all employees of the Bank regarding matters related to the Compliance Function, especially regarding applicable regulations;
7. Carrying out a consultative role as a Strategic Business Partner for prevention in the context of mitigating compliance risk and providing recommendations for improvement and increasing the effectiveness of compliance, internal control and GCG.
8. Perform other tasks related to the Compliance Function.

In order to maintain and improve the implementation of the Compliance Function, compliance activities carried out during 2021, among others, relate to improving compliance culture, managing compliance risk, evaluating internal regulations, monitoring the Bank's prudential aspects. In managing compliance risk, the Bank has carried out a series of mitigation activities, including:

1. Monitoring the bank's prudential ratios, including the provisions for the Minimum Capital Fulfillment Requirement (KPMM), Net Open Position (NOP), Earning Asset Quality and Maximum Financing Limit (BMPP/BMPK) in the context of prudential principles as shown in the table below :

No.	Faktor Factor	Ketentuan yang Berlaku Provisions Applicable	Semester I/2021 (30 Juni 2021) Semester I/2021 (30 June 2021	Semester II/2021 (31 Des 2021) Semester II/2021 (31 Dec 2021)
1.	Rasio Kecukupan Modal (CAR) Capital Adequacy Ratio (CAR)	8% dari ATMR 8% of ATMR	463,08%	390,94%
2.	Batas Maksimum Penyediaan Dana Maximum Limit for Provision of Funds	1. 10% dari modal (untuk Pihak Terkait dengan Bank). 2. 20% dari modal (untuk satu Peminjam bukan Pihak Terkait). 3. 25% dari modal (untuk satu kelompok Peminjam bukan pihak terkait. 1. 10% of capital (for Related Parties with Banks). 2. 20% of capital (for one non-Related Party Borrower). 3. 25% of capital (for one group of non-related Borrowers	Tidak ada pelanggaran dan/atau pelampauan. There are no violations and/or excesses.	Tidak ada pelanggaran dan/atau pelampauan. There are no violations and/or excesses.
3.	Giro Wajib Minimum Statutory Reserve Requirement	GWM Rp: 3,5% dari DPK Rupiah. GWM Valas: 1 % dari DPK Valas Statutory Reserves Rp: 3.5% of Rupiah TPF. Foreign Currency Statutory Reserves: 1% of Foreign Currency Deposit	GWM Rp: 21,64% Valas : 157,73% Statutory Reserves Rp: 21.64% Forex : 157.73%	GWM Rp: 16,77% Valas : 157,73% Statutory Reserves Rp: 16.77% Forex : 157.73%
4.	Non Performing Financing (NPF)	5% dari total Pembiayaan 5% of total Financing	0% (*gross*) 0% (*net*)	0% (*gross*) 0% (*net*)
5.	Posisi Devisa Netto (PDN) Net Open Position (GDP)	20% dari Modal 20% of Capital	0,37%	0,21%
6.	Pinjaman Luar Negeri (PLN) Jangka Pendek Short Term Foreign Loans (PLN)	30% dari Modal 30% of Capital	Tidak ada pelanggaran No offense	Tidak ada pelanggaran No offense

2. Melakukan *review* atas pelaksanaan tata kelola bank melalui *self assessment* GCG yang dilakukan secara periodik;
3. Melakukan supervisi dan pendampingan kepada unit kerja dan/atau unit bisnis dalam melakukan penerbitan produk, program, operasional, sosialisasi dan melakukan pelatihan/*sharing* kepada karyawan baru maupun kepada pihak internal bank;
4. Menyampaikan opini, *review*, *reminder* dan *sharing* info ketentuan/peraturan terkait Kebijakan dan/atau prosedur terkait pembiayaan, pemenuhan ketentuan syariah dalam pembiayaan dan fatwa, POJK dan SEOJK;
5. Melakukan *Compliance Checklist* yang bertujuan untuk memastikan kesiapan produk/aktivitas dan pemindahan alamat sebelum pengajuan tersebut disampaikan kepada Otoritas Jasa Keuangan (OJK).

2. Reviewing the implementation of bank governance through periodic GCG self-assessments;
3. Supervise and provide assistance to work units and/or business units in publishing products, programs, operations, socialization and conducting training/sharing to new employees as well as to internal parties of the bank;
4. Submitting opinions, reviews, reminders and sharing information on provisions/regulations related to policies and/or procedures related to financing, compliance with sharia provisions in financing and fatwas, POJK and SEOJK;
5. Conduct a Compliance Checklist which aims to ensure product/activity readiness and address changes before the submission is submitted to the Financial Services Authority (OJK).

Program Anti Pencucian Uang dan Pencegahan Pendanaan Terorisme (APU dan PPT)

Anti-Money Laundering and Prevention of Terrorism Financing (APU and PPT) Program

Bank telah menunjuk satu Pejabat Eksekutif yang bertanggung jawab atas penerapan Program APU dan PPT (Petugas APU dan PPT). Petugas APU dan PPT tersebut bertanggung jawab langsung kepada Direktur Kepatuhan.

Beberapa aktivitas yang telah dilakukan oleh Petugas APU & PPT antara lain:

1. *Review* Pedoman/Kebijakan.
   Bank telah memiliki Kebijakan/Pedoman Anti Pencucian Uang dan Pencegahan Pendanaan Terorisme (Pedoman APUPPT). Bank juga telah melakukan penyesuaian Kebijakan/Pedoman APU dan PPT sesuai dengan model bisnis baru Bank diantaranya mengenai mekanisme *Customer Due Diligence* (CDD) Pihak ketiga dan penggolongan nasabah berdasarkan kategori risiko. Selanjutnya Bank telah menyusun 2 (dua) Petunjuk Teknis Pelaporan, yaitu Petunjuk Teknis Pelaporan SIGAP OJK dan Petunjuk Teknis Pelaporan SIPESAT PPATK.
2. Pengkinian Data Nasabah.
   Realisasi pengkinian data nasabah pada Tahun 2021 dan rencana kegiatan pengkinian nasabah untuk periode tahun 2021 adalah Nihil. Hal ini sebagaimana telah dilaporkan dalam Laporan Realisasi Pengkinian Data 2021 dan Rencana Pengkinian Data 2021 yang telah disampaikan kepada Otoritas Jasa Keuangan.
3. Pelatihan.
   Selama periode Tahun 2021, Satuan Kerja Kepatuhan khususnya Petugas APU & PPT telah menghadiri pelatihan/sosialisasi/seminar/*workshop* yang diselenggarakan oleh Regulator (OJK dan PPATK) maupun lembaga terkait lainnya berkaitan dengan Program Penerapan Anti Pencucian Uang Dan Pencegahan Pendanaan Terorisme.
4. Pelaporan Transaksi Keuangan Tunai (LTKT), Transaksi Keuangan Mencurigakan (LTKM), dan Transaksi Keuangan Transfer Dana Dari dan Ke Luar Negeri (LTKL).

   Selama periode Tahun 2021 tidak ada transaksi keuangan yang teridentifikasi sebagai Transaksi Keuangan Tunai dan atau Transaksi Keuangan Mencurigakan. Dengan demikian tidak ada LTKT dan LTKM yang disampaikan kepada Pusat Pelaporan dan Analisis Transaksi Keuangan (PPATK). Di samping itu, mengingat saat ini cakupan kegiatan usaha Bank belum meliputi kegiatan dalam valas maka tidak terdapat Transaksi Keuangan Transfer Dana Dari dan Ke Luar Negeri (LTKL). Dengan demikian tidak ada penyampaian data/Nasabah LTKL yang disampaikan kepada PPATK.

The Bank has appointed an Executive Officer who is responsible for the implementation of the APU and PPT Program (APU and PPT Officer). The APU and PPT officers are directly responsible to the Compliance Director.

Some of the activities that have been carried out by APU & PPT officers include:

1. Guidelines/Policy Review.
   The Bank already has Policies/Guidelines on Anti-Money Laundering and Prevention of the Financing of Terrorism (APUPPT Guidelines). The Bank has also adjusted the APU and PPT Policies/Guidelines in accordance with the Bank's new business model, including the third party Customer Due Diligence (CDD) mechanism and the classification of customers based on risk categories. Furthermore, the Bank has compiled 2 (two) Reporting Technical Guidelines, namely the OJK SIGAP Reporting Technical Guidelines and PPATK SIPESAT Reporting Technical Guidelines.
2. Customer Data Update.
   Realization of customer data updating in 2021 and planned customer updating activities for the period 2021 is Nil. This has been reported in the 2021 Data Update Realization Report and the 2021 Data Update Plan which have been submitted to the Financial Services Authority.
3. Training.
   During the 2021 period, the Compliance Unit, especially APU & PPT Officers, attended training/socialization/seminars/workshops organized by the Regulators (OJK and PPATK) and other relevant institutions related to the Anti-Money Laundering and Prevention of Terrorism Financing Program.
4. Reporting on Cash Financial Transactions (LTKT), Suspicious Financial Transactions (LTKM), and Financial Transactions for Transfers of Funds From and To Overseas (LTKL).
   During the 2021 period, there were no financial transactions identified as Cash Financial Transactions and or Suspicious Financial Transactions. Thus, no LTKT and LTKM are submitted to the Financial Transaction Reports and Analysis Center (PPATK). In addition, considering that the current scope of the Bank's business activities does not include activities in foreign currency, there are no Financial Transactions for Transfer of Funds From and To Overseas (LTKL). Thus there is no submission of LTKL data/Customers submitted to PPATK.

5. Aplikasi SIPESAT (Sistem Informasi Pengguna Jasa Terpadu) PPATK.
   Bank telah menyampaikan laporan data nasabah pada aplikasi SIPESAT PPATK sesuai dengan ketentuan yang berlaku.
6. Aplikasi goAML PPAT K.
   Berdasarkan surat dari Kepala PPATK Nomor B/120/PN.01.03/XI/2019 dan Nomor R.580/PN.01.03/X/2020 perihal Implementasi Aplikasi goAML pada tanggal 1 Februari 2021, Bank telah melakukan persiapan implementasi aplikasi goAML tersebut dan Bank terus melakukan penyempurnaan terhadap Aplikasi ini dengan menggunakan jasa penyedia jasa aplikasi AML *system*/pelaporan go-AML.
7. Daftar Terduga Teroris dan Organisasi Teroris (DTTOT) dan Pemblokiran Serta Merta atas Harta Kekayaan Terduga Teroris dan Organisasi Teroris serta Pelaporan pada SIGAP (Sistem Informasi Program APU PPT) OJK.
   Selama periode Tahun 2021, Bank telah menyampaikan laporan Nihil Pemblokiran Secara Serta Merta atas Harta Kekayaan Terduga Teroris dan Organisasi Teroris kepada Kepala Kepolisian Negara Republik Indonesia c.q. Kepala Detasemen 88. Laporan juga telah disampaikan melalui aplikasi Sistem Informasi Program Anti Pencucian Uang dan Pencegahan Pendanaan Terorisme (SIGAP).
8. Permohonan informasi, bukti atau keterangan dan/atau pemblokiran rekening Wajib Pajak atau Penanggung Pajak.
   Selama periode Tahun 2021, Bank telah menindaklanjuti permohonan informasi, bukti atau keterangan dan/atau permintaan pemblokiran terhadap rekening wajib pajak atau penanggung pajak dari Direktorat Jenderal Pajak.
9. Sistem Informasi Terduga Pendanaan Terorisme (SIPENDAR) PPATK.
   Bank telah melakukan pendaftaran Aplikasi SIPENDAR yaitu Aplikasi sistem pengelolaan informasi mengenai terduga Pendanaan Terorisme Terintegrasi dan mekanisme pertukaran informasi antara PPATK, Pemangku Kepentingan dan Penyedia Jasa Keuangan secara elektronis sesuai dengan Peraturan PPATK. Bank telah melaporkan informasi SIPENDAR sesuai dengan ketentuan yang berlaku.

Direksi senantiasa memantau penerapan Program APU dan PPT agar sesuai dengan Kebijakan dan Standar Prosedur yang telah disusun. Pemantauan dilakukan antara lain melalui forum Rapat Direksi (BOD *Meeting*) yang dilakukan secara bulanan di mana Direktur Kepatuhan dan unit kerja APU dan PPT menyampaikan hasil pelaksanaan Program APU dan PPT. Sedangkan Dewan Komisaris melakukan pengawasan atas pelaksanaan tanggung jawab Direksi terhadap penerapan Program APU dan PPT secara berkala melalui forum Rapat Dewan Komisaris (BOC *Meeting*) yang diselenggarakan 2 (dua) bulan sekali. Dalam BOC *Meeting* tersebut, Direksi khususnya Direktur Kepatuhan melaporkan pokok-pokok hasil pelaksanaan Program APU dan PPT.

5. PPATK's SIPESAT (Integrated Service User Information System) application.
   Banks have submitted customer data reports on the SIPESAT PPATK application in accordance with applicable regulations.
6. PPATK goAML application.
   Based on letters from the Head of PPATK Number B/120/PN.01.03/XI/2019 and Number R.580/PN.01.03/X/2020 regarding the Implementation of the goAML Application on February 1, 2021, the Bank has made preparations for the implementation of the goAML application and the Bank continue to make improvements to this application by using the services of an AML system application service provider/go-AML reporting.
7. List of Suspected Terrorists and Terrorist Organizations (DTTOT) and the Immediate Blocking of Assets of Suspected Terrorists and Terrorist Organizations and Reporting to the OJK SIGAP (APU PPT Program Information System). During the 2021 period, the Bank has submitted a report of Zero Blocking Immediately on the Assets of Suspected Terrorists and Terrorist Organizations to the Head of the State Police of the Republic of Indonesia c.q. Head of Detachment 88. Reports have also been submitted through the Information System application for the Anti-Money Laundering and Prevention of Terrorism Financing Program (SIGAP).
8. Application for information, evidence or information and/or blocking of the account of the Taxpayer or Tax Insurer.
   During the 2021 period, the Bank has followed up on requests for information, evidence or information and/or requests for blocking accounts of taxpayers or tax bearers from the Directorate General of Taxes.
9. Information System for Alleged Funding of Terrorism (SIPENDAR) PPATK.
   The Bank has registered the SIPENDAR Application, namely the application of information management systems regarding suspected Integrated Terrorism Financing and the mechanism for exchanging information between PPATK, Stakeholders and Financial Service Providers electronically in accordance with PPATK Regulations. The bank has reported SIPENDAR information in accordance with the applicable regulations.

The Board of Directors continuously monitors the implementation of the AML and CFT Programs to comply with the Policies and Standard Procedures that have been prepared. Monitoring is carried out, among others, through the Board of Directors Meeting forum (BOD Meeting) which is held on a monthly basis where the Compliance Director and the APU and PPT work units present the results of the implementation of the APU and PPT Programs. Meanwhile, the Board of Commissioners supervises the implementation of the Board of Directors' responsibilities for the implementation of the APU and PPT Program periodically through the Board of Commissioners' Meeting forum (BOC Meeting) which is held every 2 (two) months. In the BOC Meeting, the Board of Directors in particular the Director of Compliance reported the main results of the implementation of the APU and PPT Program.

Kebijakan Anti Korupsi
Anti-Corruption Policy

Bank berkomitmen untuk menciptakan organisasi yang bersih yang bebas dari praktik Korupsi, Kolusi dan Nepotisme (KKN). Bank berupaya untuk menutup semua celah yang memungkinkan terjadinya praktik KKN di lingkungan Aladin Syariah melalui penerapan kebijakan yang telah ditetapkan secara sungguh-sungguh. Bank akan memberikan sanksi yang tegas terhadap segala bentuk praktik KKN yang melibatkan insan Bank.

Bank juga senantiasa memperhatikan kebijakan tentang antikorupsi seperti yang tertulis dalam Undang-Undang No. 20 Tahun 2001 tentang Perubahan atas Undang-Undang No. 31 Tahun 1999 tentang Pemberantasan Tindak Pidana Korupsi. Bank telah memiliki Kode Etik dan Pedoman Perilaku yang mengatur mengenai anti korupsi dan anti *fraud*.

The Bank is committed to creating a clean organization that is free from Corruption, Collusion and Nepotism (KKN) practices. The Bank seeks to close all gaps that allow the occurrence of KKN practices within Aladin Syariah through the implementation of policies that have been determined in earnest. The Bank will provide strict sanctions against all forms of KKN practices involving Bank personnel.

The Bank also always pays attention to policies regarding anti-corruption as written in Law no. 20 of 2001 concerning Amendments to Law no. 31 of 1999 concerning the Eradication of Criminal Acts of Corruption. The Bank has a Code of Ethics and Code of Conduct that regulates anti-corruption and anti-fraud.

Pendapatan Non Halal
Non-Halal Income

Selama tahun 2021 Bank tidak mempunyai sumber pendapatan non halal dan dana denda yang (*ta'zir* yang diterima dari Bank Konvensional atau dari nasabah.

During 2021 the Bank does not have non-halal sources of income and fines (ta'zir received from Conventional Banks or from customers).

Sistem Pelaporan Pelanggaran
Violation Reporting System

Sistem Pelaporan Pelanggaran atau *Whistleblowing System* (WBS) merupakan salah satu unsur pengendalian internal pada tingkat entitas (*entity level control*). Perseroan menyediakan saluran *whistleblowing* yang merupakan sarana bagi karyawan untuk melaporkan dugaan kesalahan, tindak pidana atau pelanggaran atas kebijakan Perseroan, peraturan dan regulasi, dengan cara yang aman dan dilindungi.

Saluran ini dimaksudkan untuk menangani keprihatinan serius (yang dapat menyebabkan kerugian keuangan dan reputasi bagi Perseroan) termasuk, namun tidak terbatas pada:

1. Penipuan, ketidakjujuran atau korupsi;
2. Penggunaan tidak sah atau klaim palsu atas dana Bank;
3. Penyalahgunaan posisi untuk keuntungan pribadi;
4. Aktivitas tidak sah/perdagangan *illegal*/kelakuan buruk;
5. Pelanggaran hukum, aturan, peraturan dan pedoman seperti Undang-Undang Perbankan;
6. Kegagalan untuk memenuhi standar *professional*;
7. Tindakan ilegal atau kriminal;
8. Pemalsuan, perubahan/penggantian catatan Bank;
9. Pelanggaran serius Kode Etik dan Pedoman Perilaku;
10. Pelecehan seksual;
11. Penyalahgunaan informasi yang bersifat rahasia;
12. Otorisasi, mengarahkan atau berpartisipasi dalam salah satu kegiatan di atas.

Mekanisme Penyampaian Laporan

Bank memberikan kesempatan seluas-luasnya bagi pelapor untuk menyampaikan pengaduan atas indikasi pelanggaran yang terjadi, baik pelapor dari pihak internal maupun pihak eksternal dengan mencantumkan identitas yang jelas maupun tanpa identitas, dan bukti pendukung adanya indikasi pelanggaran. Aladin Bank berkomitmen dalam menjaga kerahasiaan informasi pelapor dan pihak yang diduga melakukan pelanggaran sebagai penerapan prinsip kerahasiaan.

Whistleblowing System (WBS) is one of the elements of internal control at the entity level (entity level control). The Bank provides a whistleblowing channel which is a means for employees to report suspected errors, criminal acts or violations of Bank policies, rules and regulations, in a safe and protected manner.

This channel is intended to address serious concerns (which could result in financial and reputational losses for the Bank) including, but not limited to:

1. Fraud, dishonesty or corruption;
2. Unauthorized use or false claims of Bank funds;
3. Misuse of position for personal gain;
4. Illegal activities/illegal trade/bad behavior;
5. Violation of laws, rules, regulations and guidelines such as the Banking Law;
6. Failure to meet professional standards;
7. Illegal or criminal acts;
8. Counterfeiting, alteration/replacement of Bank records;
9. Serious violations of the Code of Ethics and Code of Conduct;
10. Sexual harassment;
11. Misuse of confidential information;
12. Authorize, direct or participate in any of the above activities.

Report Submission Mechanism

The Bank provides the widest opportunity for whistleblowers to submit complaints on indications of violations that have occurred, both internal and external reporting parties by including clear or unidentified identities, and supporting evidence of indications of violations. Aladin Bank is committed to maintaining the confidentiality of the reporting information and the parties suspected of committing violations as an application of the confidentiality principle.

Perlindungan bagi Pelapor

Dalam pelaksanaan pengaduan/penyingkapan *Whistleblowing System* dilindungi oleh Undang-Undang No. 13 Tahun 2006 tentang Perlindungan Saksi. Untuk itu, Bank bertanggung jawab atas perlindungan saksi. Aladin Bank menyediakan fasilitas saluran pelaporan (telepon, surat, email) yang independen, bebas, dan rahasia bagi pelapor, agar terlaksana proses pelaporan yang aman. Selain itu, Bank juga berupaya untuk menjaga kerahasiaan identitas pelapor dengan tujuan memberikan perlindungan kepada pelapor dan anggota keluarga atas tindakan balasan dari terlapor.

Pihak yang Mengelola Pengaduan

Uraian terkait pihak yang mengelola pengaduan

Jumlah Pengaduan di Tahun 2021

Sepanjang tahun 2021, tidak ada karyawan atau Manajemen Bank yang dilaporkan melalui *Whistleblowing System*.

Sanksi/Tindak Lanjut atas Pengaduan di Tahun 2021

Sehubungan dengan tidak adanya pengaduan di tahun 2021, sehingga tidak terdapat sanksi/tindak lanjut atas pengaduan di tahun 2021.

Protection for Whistleblowers

In the implementation of complaints/disclosures, the Whistleblowing System is protected by Law no. 13 of 2006 concerning Witness Protection. For this reason, the Bank is responsible for witness protection. Aladin Bank provides reporting channel facilities (telephone, mail, email) that are independent, free, and confidential for reporters, in order to carry out a safe reporting process. In addition, the Bank also strives to maintain the confidentiality of the reporter's identity with the aim of providing protection to the complainant and family members against retaliation from the reported party.

Complaints Managing Parties

Uraian terkait pihak yang mengelola pengaduan

Number of Complaints in 2021

Throughout 2021, no employees or Bank Management were reported through the Whistleblowing System.

Sanctions/Follow-Ups on Complaints in 2021

In connection with the absence of complaints in 2021, so that there will be no sanctions/follow-up on complaints in 2021.

Pelaksanaan Penerapan Aspek dan Prinsip Tata Kelola Perusahaan Sesuai Ketentuan Otoritas Jasa Keuangan

Implementation of Corporate Governance Aspects and Principles in Accordance With The Provisions of The Financial Services Authority

Berdasarkan Surat Edaran No. 32/SEOJK.04/2015 tentang Pedoman Tata Kelola Perusahaan Terbuka, terdapat 5 (lima) aspek, 8 (delapan) prinsip dan 25 (dua puluh lima) rekomendasi penerapan aspek dan prinsip tata kelola perusahaan yang baik. Rekomendasi penerapan aspek dan prinsip tata kelola perusahaan yang baik dalam Pedoman Tata Kelola merupakan standar penerapan aspek dan prinsip tata kelola perusahaan yang baik yang harus diterapkan Perseroan untuk mengimplementasikan prinsip tata kelola. Adapun uraian penerapannya, dapat disampaikan sebagai berikut:

Based on Circular No. 32/SEOJK.04/2015 concerning Guidelines for the Governance of Public Companies, there are 5 (five) aspects, 8 (eight) principles and 25 (twenty five) recommendations for the implementation of aspects and principles of good corporate governance. Recommendations for the application of aspects and principles of good corporate governance in the Governance Guidelines are standards for implementing aspects and principles of good corporate governance that must be applied by the Bank to implement the principles of governance. As for the description of its application, it can be submitted as follows:

Pedoman Tata Kelola Perusahaan Terbuka Guidelines for Public Company Governance	**Penerapan di Bank Aladin** Implementation at Aladdin Bank
HUBUNGAN PERUSAHAAN TERBUKA DENGAN PEMEGANG SAHAM DALAM MENJAMIN HAK-HAK PEMEGANG SAHAM RELATIONSHIP OF OPEN COMPANY WITH SHAREHOLDERS TO GUARANTEE THE RIGHTS OF SHAREHOLDERS	
Prinsip 1 Meningkatkan Nilai Penyelenggaraan RUPS Principle 1 Increasing the Value of the GMS	
Perusahaan Terbuka memiliki cara atau prosedur teknis pengumpulan suara *(voting)* baik secara terbuka maupun tertutup yang mengedepankan independensi, dan kepentingan pemegang saham. A Public Company has a technical method or procedure for voting, both openly and privately, that prioritizes independence and the interests of shareholders.	Bank telah memiliki ketentuan tata cara pengambilan keputusan melalui pengumpulan suara (*voting*) dalam RUPS baik secara terbuka maupun tertutup yang mengedepankan independensi dan kepentingan pemegang saham. Ketentuan tersebut diatur dalam Anggaran Dasar Bank yaitu sebagai berikut: 1. Keputusan RUPS diambil berdasarkan musyawarah untuk mufakat. 2. Dalam hal keputusan berdasarkan musyawarah untuk mufakat tidak tercapai, keputusan RUPS adalah sah jika disetujui lebih dari ½ (satu per dua) bagian dari jumlah seluruh saham dengan hak suara yang hadir dalam RUPS, kecuali peraturan perundang-undangan dan/atau Anggaran Dasar menentukan bahwa keputusan adalah sah jika disetujui oleh jumlah suara setuju yang lebih besar. The Bank has provisions for decision-making procedures through voting in the GMS, both openly and privately, which prioritizes the independence and interests of shareholders. These provisions are regulated in the Bank's Articles of Association as follows: 1. GMS decisions are taken based on deliberation for consensus. 2. In the event that a decision based on deliberation for consensus is not reached, the decision of the GMS is valid if it is approved by more than (one half) of the total shares with voting rights present at the GMS, unless the laws and regulations and/or Articles of Association determine that a decision is valid if it is approved by a larger number of affirmative votes.
Seluruh anggota Direksi dan anggota Dewan Komisaris Perusahaan Terbuka hadir dalam RUPS Tahunan. All members of the Board of Directors and members of the Board of Commissioners of a Public Company attended the Annual GMS.	Seluruh anggota Direksi dan anggota Dewan Komisaris hadir dalam RUPS Tahunan. All members of the Board of Directors and members of the Board of Commissioners attended the Annual GMS.

Pedoman Tata Kelola Perusahaan Terbuka Guidelines for Public Company Governance	**Penerapan di Bank Aladin** Implementation at Aladdin Bank
Ringkasan risalah RUPS tersedia dalam Situs Web Perusahaan Terbuka paling sedikit selama 1 (satu) tahun. The summary of the minutes of the GMS is available on the Public Company Website for at least 1 (one) year.	Bank telah menyusun ringkasan risalah RUPS dalam Bahasa Indonesia dan melakukan keterbukaan informasi kepada masyarakat 2 (dua) hari kerja setelah pelaksanaan RUPS, salah satunya adalah melalui situs web Bank https://aladinbank.id/old/id/rapat-umum-pemegang-saham. The Bank has compiled a summary of the minutes of the GMS in Indonesian and disclosed information to the public 2 (two) working days after the GMS, one of which is through the Bank's website https://aladinbank.id/old/id/rapat-umum-pemegang- share.
Prinsip 2 Meningkatkan Kualitas Komunikasi Perusahaan Terbuka dengan Pemegang Saham atau Investor. Principle 2 Improving the Quality of Public Company Communication with Shareholders or Investors.	
Perusahaan Terbuka memiliki suatu kebijakan komunikasi dengan pemegang saham atau investor. The Public Company has a communication policy with shareholders or investors.	Bank telah memiliki kebijakan yang dilaksanakan berdasarkan prinsip yang berorientasi kepada pemegang kepentingan dan secara khusus kepentingan nasabah menjadi fokus dalam operasi bisnis Bank. The Bank has a policy that is implemented based on the principle of being oriented to the stakeholders and in particular the interests of customers are the focus of the Bank's business operations.
Perusahaan Terbuka mengungkapkan kebijakan komunikasi Perusahaan Terbuka dengan pemegang saham atau investor dalam Situs Web. The Public Company discloses the Public Company's communication policies with shareholders or investors on the Website.	Pemegang saham atau investor dapat melakukan komunikasi kepada Bank melalui kanal Hubungan Investor di https://aladinbank.id/old/id/informasi-investor dalam Situs *Web* PT Bank Aladin Syariah Tbk. Shareholders or investors can communicate to the Bank through the Investor Relations channel at https://aladinbank.id/old/id/information-investor on the PT Bank Aladin Syariah Tbk Website.
FUNGSI DAN PERAN DEWAN KOMISARIS FUNCTIONS AND ROLE OF THE BOARD OF COMMISSIONERS	
Prinsip 3 Memperkuat Keanggotaan dan Komposisi Dewan Komisaris Principle 3 Strengthening the Membership and Composition of the Board of Commissioners	
Penentuan jumlah anggota Dewan Komisaris mempertimbangkan kondisi Perusahaan Terbuka. The determination of the number of members of the Board of Commissioners takes into account the conditions of the Public Company.	Pertimbangan penentuan jumlah anggota Dewan Komisaris telah mempertimbangkan kondisi perusahaan dan tetap memperhatikan ketentuan yang berlaku bagi Bank Umum Syariah dan ketentuan yang mengatur mengenai Pasar Modal. The consideration of determining the number of members of the Board of Commissioners has taken into account the condition of the company and continues to pay attention to the provisions applicable to Islamic Commercial Banks and the provisions governing the Capital Market.
Penentuan komposisi anggota Dewan Komisaris memperhatikan keberagaman keahlian, pengetahuan, dan pengalaman yang dibutuhkan. The determination of the composition of the members of the Board of Commissioners takes into account the diversity of expertise, knowledge, and experience required.	Penentuan komposisi anggota Dewan Komisaris telah memperhatikan keberagaman keahlian, pengetahuan, dan pengalaman yang dibutuhkan bagi Bank. The determination of the composition of the members of the Board of Commissioners has taken into account the diversity of expertise, knowledge, and experience required for the Bank.
Prinsip 4 Meningkatkan Kualitas Pelaksanaan Tugas dan Tanggung Jawab Dewan Komisaris. Principle 4 Improving the Quality of Duties and Responsibilities of the Board of Commissioners.	
Dewan Komisaris mempunyai kebijakan penilaian sendiri (*Self Assessment)* untuk menilai kinerja Dewan Komisaris. The Board of Commissioners has a self-assessment policy to assess the performance of the Board of Commissioners.	Dewan Komisaris telah melakukan penilaian sendiri untuk menilai kinerja. The Board of Commissioners has conducted its own assessment to assess performance.
Kebijakan penilaian sendiri (*Self Assessment)* untuk menilai kinerja Dewan Komisaris, diungkapkan melalui Laporan Tahunan Perusahaan Terbuka. The self-assessment policy to assess the performance of the Board of Commissioners is disclosed through the Public Company Annual Report.	Dewan Komisaris secara kolegial. Board of Commissioners collegially.
Dewan Komisaris mempunyai kebijakan terkait pengunduran diri anggota Dewan Komisaris apabila terlibat dalam kejahatan keuangan. The Board of Commissioners has a policy regarding the resignation of members of the Board of Commissioners if they are involved in financial crimes.	Dewan Komisaris berkomitmen untuk mematuhi ketentuan dan peraturan perundang-undangan khususnya di bidang perbankan dan perbankan Syariah dan akan menerima segala keputusan OJK berikut konsekuensinya sesuai peraturan yang berlaku. The Board of Commissioners is committed to complying with laws and regulations, especially in the field of banking and Islamic banking and will accept all OJK decisions and their consequences in accordance with applicable regulations.

Pedoman Tata Kelola Perusahaan Terbuka Guidelines for Public Company Governance	**Penerapan di Bank Aladin** Implementation at Aladdin Bank
Dewan Komisaris atau Komite yang menjalankan fungsi Nominasi dan Remunerasi menyusun kebijakan suksesi dalam proses Nominasi anggota Direksi. The Board of Commissioners or the Committee that carries out the Nomination and Remuneration function shall formulate a succession policy in the process of nominating members of the Board of Directors.	Komite Nominasi dan Remunerasi telah melakukan tugas dan tanggung jawabnya sesuai dengan Piagam Komite Nominasi dan Remunerasi. The Nomination and Remuneration Committee has performed its duties and responsibilities in accordance with the Nomination and Remuneration Committee Charter.
FUNGSI DAN PERAN DIREKSI FUNCTIONS AND ROLE OF THE BOARD OF DIRECTORS	
Prinsip 5 Memperkuat Keanggotaan dan Komposisi Direksi. **Principle 5 Strengthening the Membership and Composition of the Board of Directors.**	
Penentuan jumlah anggota Direksi mempertimbangkan kondisi Perusahaan Terbuka serta efektivitas dalam pengambilan keputusan. The determination of the number of members of the Board of Directors takes into account the condition of the Public Company and its effectiveness in decision making.	Penentuan jumlah anggota Direksi telah mempertimbangkan kondisi Bank. The determination of the number of members of the Board of Directors has taken into account the condition of the Bank.
Penentuan komposisi anggota Direksi memperhatikan, keberagaman keahlian, pengetahuan, dan pengalaman yang dibutuhkan. The determination of the composition of the members of the Board of Directors takes into account the diversity of expertise, knowledge, and experience required.	Penentuan komposisi anggota Direksi telah memperhatikan keberagaman keahlian, pengetahuan, dan pengalaman yang dibutuhkan bagi Bank. The determination of the composition of the members of the Board of Directors has taken into account the diversity of expertise, knowledge, and experience required for the Bank
Anggota Direksi yang membawahi bidang akuntansi atau keuangan memiliki keahlian dan/atau pengetahuan di bidang akuntansi. Members of the Board of Directors in charge of accounting or finance have expertise and/or knowledge in accounting.	Direktur yang melakukan supervisi bidang akuntansi atau keuangan telah memiliki keahlian dan/atau pengetahuan di bidang Akuntansi, Operasional dan Audit. The director who supervises the accounting or finance field has expertise and/or knowledge in the fields of Accounting, Operations and Audit.
Prinsip 6 Meningkatkan Kualitas Pelaksanaan Tugas dan Tanggung Jawab Direksi. Principle 6 Improving the Quality of Duties and Responsibilities of the Board of Directors.	
Direksi mempunyai kebijakan penilaian sendiri (*Self Assessment)* untuk menilai kinerja Direksi. The Board of Directors has a self-assessment policy to assess the performance of the Board of Directors.	*Self-assessment* kinerja Direksi dilakukan secara berkala terhadap *governance structure*, *process* dan *outcome* di level Direksi dan telah dilakukan upaya upaya yang perlu untuk ditingkatkan kedepannya. Self-assessment of the performance of the Board of Directors is carried out periodically on the governance structure, process and outcome at the level of the Board of Directors and efforts have been made that need to be improved in the future.
Kebijakan penilaian sendiri (*Self Assessment)* untuk menilai kinerja Direksi diungkapkan melalui laporan tahunan Perusahaan Terbuka. The self-assessment policy to assess the performance of the Board of Directors is disclosed through the Public Company's annual report.	Kebijakan penilaian sendiri (*Self Assessment*) untuk menilai kinerja Direksi akan diungkapkan melalui laporan tahunan Bank. The self-assessment policy to assess the performance of the Board of Directors will be disclosed through the Bank's annual report.
Direksi mempunyai kebijakan terkait pengunduran diri anggota Direksi apabila terlibat dalam kejahatan keuangan. The Board of Directors has a policy regarding the resignation of members of the Board of Directors if they are involved in financial crimes.	Direksi berkomitmen untuk mematuhi ketentuan dan peraturan perundang-undangan khususnya di bidang perbankan dan perbankan Syariah dan akan menerima segala keputusan OJK berikut konsekuensinya sesuai peraturan yang berlaku. The Board of Directors is committed to complying with laws and regulations, especially in the field of Islamic banking and banking and will accept all OJK decisions and their consequences in accordance with applicable regulations.
PARTISIPASI PEMANGKU KEPENTINGAN STAKEHOLDER PARTICIPATION	
Prinsip 7 Meningkatkan Aspek Tata Kelola Perusahaan melalui Partisipasi Pemangku Kepentingan. Principle 7 Improving Corporate Governance Aspects through Stakeholder Participation.	
Perusahaan Terbuka memiliki kebijakan untuk mencegah terjadinya *insider trading.* The Public Company has a policy to prevent insider trading.	Bank telah memiliki Kode Etik dan Pedoman Perilaku yang mengatur perihal tindakan yang dilarang sebagai *insider trading.* The Bank already has a Code of Ethics and Code of Conduct that regulates prohibited actions as insider trading.
Perusahaan Terbuka memiliki kebijakan anti korupsi dan anti *fraud.* The Public Company has an anti-corruption and anti-fraud policy.	Bank telah memiliki Kode Etik dan Pedoman Perilaku yang mengatur mengenai anti korupsi dan *anti fraud.* The Bank has a Code of Ethics and Code of Conduct that regulates anti-corruption and anti-fraud.

Pedoman Tata Kelola Perusahaan Terbuka Guidelines for Public Company Governance	**Penerapan di Bank Aladin** Implementation at Aladdin Bank
Perusahaan Terbuka memiliki kebijakan tentang seleksi dan peningkatan kemampuan pemasok atau *vendor*. The Public Company has a policy regarding the selection and capacity building of suppliers or vendors.	Bank telah memiliki Kode Etik dan Pedoman Perilaku yang mengatur mengenai konflik kepentingan. The Bank already has a Code of Ethics and Code of Conduct that regulates conflicts of interest.
Perusahaan Terbuka memiliki kebijakan tentang pemenuhan hak-hak kreditur. The Public Company has a policy regarding the fulfillment of creditors' rights.	Bank telah memiliki Kode Etik dan Pedoman Perilaku yang mengatur mengenai konflik kepentingan terhadap fasilitas pembiayaan. The Bank already has a Code of Ethics and Code of Conduct that regulates conflicts of interest in financing facilities.
Perusahaan Terbuka memiliki kebijakan sistem *whistleblowing*. Public Companies have a whistleblowing system policy.	Bank telah memiliki Kode Etik dan Pedoman Perilaku yang mengatur mengenai *whistleblowing*. The Bank has a Code of Ethics and Code of Conduct that regulates whistleblowing.
Perusahaan Terbuka memiliki kebijakan pemberian insentif jangka panjang kepada Direksi dan karyawan The Public Company has a policy of providing long-term incentives to the Board of Directors and employees	Bank memiliki Kebijakan Remunerasi Direksi, Komisaris, Dewan Pengawas Syariah, Komite Audit dan Kebijakan Remunerasi Karyawan. The Bank has a Remuneration Policy for Directors, Commissioners, Sharia Supervisory Board, Audit Committee and Employee Remuneration Policy.
KETERBUKAAN INFORMASI INFORMATION DISCLOSURE	
Prinsip 8 Meningkatkan Pelaksanaan Keterbukaan Informasi. Principle 8 Improving the Implementation of Information Disclosure.	
Perusahaan Terbuka memanfaatkan penggunaan teknologi informasi secara lebih luas selain Situs Web sebagai media keterbukaan informasi. Public Companies utilize the use of information technology more broadly than the Website as a medium for information disclosure.	Bank telah menggunakan teknologi informasi secara lebih luas selain Situs *Web* yaitu melalui media sosial dan penyebaran informasi melalui *mobile banking* Bank. The Bank has used information technology more broadly than the Website, namely through social media and information dissemination through the Bank's mobile banking.
Laporan Tahunan Perusahaan Terbuka mengungkapkan pemilik manfaat akhir dalam kepemilikan saham Perusahaan Terbuka paling sedikit 5% (lima persen), selain pengungkapan pemilik manfaat akhir dalam kepemilikan saham Perusahaan Terbuka melalui pemegang saham utama dan pengendali. The Public Company Annual Report discloses the ultimate beneficial owner in the Public Company's share ownership of at least 5% (five percent), in addition to the disclosure of the final beneficial owner in the Public Company's share ownership through the major and controlling shareholders.	Bank telah mengungkapkan pemilik manfaat akhir dalam kepemilikan saham Perusahaan Terbuka paling sedikit 5% (lima persen). The Bank has disclosed the ultimate beneficial owner in the Public Company share ownership of at least 5% (five percent).

Aladin

.Tanggung Jawab Sosial dan Lingkungan Perusahaan

Social and Environmental Responsibility

Tanggung Jawab Sosial dan Lingkungan
Social and Environmental Responsibility

Sebagai bagian dari *corporate citizen* yang juga merupakan emiten publik, PT Bank Aladin Bank Tbk memiliki komitmen untuk turut berperan serta dalam pembangunan berkelanjutan melalui kegiatan Tanggung Jawab Sosial dan Lingkungan (TJSL). Hal tersebut sebagaimana yang diamanatkan dalam Undang-Undang No.40 Tahun 2007 tentang Perseroan Terbatas, Pasal 1, yang menyebutkan bahwa yang dimaksud dengan Tanggung Jawab Sosial dan Lingkungan adalah komitmen Perseroan untuk berperan serta dalam pembangunan ekonomi berkelanjutan guna meningkatkan kualitas kehidupan dan lingkungan yang bermanfaat, baik bagi Perseroan sendiri, komunitas setempat, maupun masyarakat pada umumnya. Sementara itu, pada Pasal 2 Peraturan Pemerintah No. 47 Tahun 2012 tentang Tanggung Jawab Sosial dan Lingkungan Perseroan Terbatas juga mengatur bahwa setiap PT selaku subjek hukum mempunyai Tanggung Jawab Sosial dan Lingkungan.

As part of a corporate citizen who is also a public issuer, PT Bank Aladin Syariah Tbk is committed to participating in sustainable development through Social and Environmental Responsibility (TJSL) activities. This is as mandated in Law No. 40 of 2007 concerning Limited Liability Companies, Article 1, which states that what is meant by Social and Environmental Responsibility is the Company's commitment to participate in sustainable economic development in order to improve the quality of life and a beneficial environment. , both for the Company itself, the local community, and society in general. Meanwhile, in Article 2 of Government Regulation no. 47 of 2012 concerning Social and Environmental Responsibility of Limited Liability Companies also stipulates that every PT as a legal subject has Social and Environmental Responsibilities.

Aladin Bank senantiasa mengupayakan keseimbangan kinerja ekonomi, sosial dan lingkungan dalam rangka mewujudkan Tujuan Pembangunan Berkelanjutan (*Sustainable Development Goals/SDGs*), serta menjamin keberlangsungan usaha jangka panjang Bank, melalui program dan kegiatan TJSL. Di samping itu, Aladin Bank juga berupaya untuk melaksanakan kegiatan usahanya berdasarkan Peraturan Otoritas Jasa Keuangan No. 51/ POJK.03/2017 tanggal 18 Juli 2017 tentang Penerapan Keuangan Berkelanjutan Bagi Lembaga Jasa Keuangan, Emiten, dan Perusahaan Publik.

Aladin Syariah always strives for a balance of economic, social and environmental performance in the context of realizing the Sustainable Development Goals (SDGs), as well as ensuring the long-term business sustainability of the Bank, through CSR programs and activities. In addition, Aladin Syariah also strives to carry out its business activities based on Financial Services Authority Regulation No. 51/ POJK.03/2017 dated 18 July 2017 concerning the Implementation of Sustainable Finance for Financial Services Institutions, Issuers, and Public Companies.

Program Tanggung Jawab Sosial yang dilaksanakan Aladin Bank adalah dengan menyasar berbagai pihak/ *stakeholders*, salah satunya adalah karyawan dan/atau pekerja sebagai pemangku kepentingan internal. Aladin Bank memiliki kewajiban memperhatikan kesejahteraan dan lingkungan kerja yang dapat memberikan landasan bagi perkembangan diri setiap karyawan sebagai Sumber Daya Insani Bank. Sementara kepada konsumen atau nasabah, Aladin Bank berkomitmen untuk tetap menjaga dan mempertahankan mutu produk serta jasa yang diberikan kepada para nasabah atau konsumen. Hal tersebut sesuai dengan amanah Undang-Undang No. 8 Tahun 1999 tentang Perlindungan Konsumen, di mana Aladin Bank senantiasa memberikan produk dan layanan yang terbaik kepada nasabah atau konsumen.

The Social Responsibility program implemented by Aladin Syariah is targeting various parties/stakeholders, one of which is employees and/or workers as internal stakeholders. Aladin Syariah has an obligation to pay attention to the welfare and work environment that can provide a foundation for the personal development of each employee as the Bank's Human Resources. Meanwhile for consumers or customers, Aladin Syariah is committed to maintaining and maintaining the quality of products and services provided to customers or consumers. This is in accordance with the mandate of Law no. 8 of 1999 concerning Consumer Protection, where Aladin Syariah always provides the best products and services to customers or consumers.

Hal lain yang menjadi fokus Aladin Bank dalam melaksanakan program Tanggung Jawab Sosial adalah dengan senantiasa meningkatkan kepedulian terhadap masyarakat sebagai pemangku kepentingan. Serta terdapat aspek lain dari Tanggung Jawab Sosial yang dilakukan Aladin Bank, adalah pertanggungjawaban pengelolaan operasional usaha kepada pemegang saham. Pentingnya pengelolaan usaha berbasiskan prinsip korporasi yang sehat menjadi salah satu kewajiban Aladin Bank untuk dapat mempertanggungjawabkan kinerjanya.

Another thing that is the focus of Aladin Syariah in implementing its Social Responsibility program is to continuously increase awareness of the community as stakeholders. Aladin Syariah continues to carry out various social development activities, especially for the community around Aladin Syariah's operational area. And there are other aspects of the Social Responsibility carried out by Aladin Syariah, namely the responsibility for managing business operations to shareholders. The importance of business management based on sound corporate principles is one of Aladin Syariah's obligations to be able to account for its performance.

Selain itu, Perusahaan juga memperhatikan aspek lingkungan hidup sebagai program tanggung jawab Aladin Bank terhadap lingkungan. Aladin Bank memiliki kewajiban moral untuk melakukan pengelolaan operasi usaha yang mencerminkan kepedulian Bank terhadap lingkungan hidup, dan senantiasa melakukan penggunaan sumber daya alam dan energi yang ramah lingkungan. Melalui program TJSL yang dilaksanakan secara efektif dan terus menerus, diharapkan akan mendapatkan keseimbangan antara kinerja ekonomi, lingkungan dan sosial atau yang lebih dikenal dengan istilah *triple bottom line* yakni 3P (*Profit, Planet, dan People*). Untuk itu, Aladin Bank senantiasa menjalin hubungan yang harmonis dengan para pemangku kepentingan dan lingkungan melalui pelaksanaan program TJSL.

In addition, the Company also pays attention to environmental aspects as Aladin Syariah's responsibility program for the environment. Aladin Syariah has a moral obligation to manage business operations that reflect the Bank's concern for the environment, and always use natural resources and environmentally friendly energy. Through the CSR program which is implemented effectively and continuously, it is hoped that there will be a balance between economic, environmental and social performance or better known as the triple bottom line, namely the 3Ps (Profit, Planet, and People). For this reason, Aladin Syariah always maintains a harmonious relationship with stakeholders and the environment through the implementation of the CSR program.

Informasi yang lebih mendalam terkait program Tanggung Jawab Sosial dan Lingkungan (TJSL) Aladin Syariah serta penerapan terhadap Peraturan Otoritas Jasa Keuangan No. 51/POJK.03/2017, telah diungkapkan dalam Laporan Keberlanjutan yang disajikan secara terpisah dari Laporan Tahunan ini.
More in-depth information regarding the Aladin Syariah Social and Environmental Responsibility (TJSL) program and the implementation of the Financial Services Authority Regulation No. 51/POJK.03/2017, has been disclosed in the Sustainability Report which is presented separately from this Annual Report

Aladin

Laporan keuangan

Financial Reports

PT Bank Aladin Syariah Tbk
(dahulu/*previously* PT Bank Net Indonesia Syariah Tbk)

Laporan keuangan tanggal 31 Desember 2021
dan untuk tahun yang berakhir pada tanggal tersebut
beserta laporan auditor independen/
Financial statements as of December 31, 2021 and
for the year then ended with independent auditors' report

The original financial statements included herein are in the Indonesian language.

PT BANK ALADIN SYARIAH TBK
(DAHULU
PT BANK NET INDONESIA SYARIAH TBK)
LAPORAN KEUANGAN
TANGGAL 31 DESEMBER 2021
DAN UNTUK TAHUN YANG BERAKHIR PADA
TANGGAL TERSEBUT
BESERTA LAPORAN AUDITOR INDEPENDEN

PT BANK ALADIN SYARIAH TBK
(PREVIOUSLY
PT BANK NET INDONESIA SYARIAH TBK)
FINANCIAL STATEMENTS
AS OF DECEMBER 31, 2021
AND FOR THE YEAR THEN ENDED
WITH INDEPENDENT AUDITORS' REPORT

Daftar Isi

Table of Contents

	Halaman/ *Page*	
Surat Pernyataan Direksi		*Directors' Statement*
Laporan Auditor Independen		*Independent Auditors' Report*
Laporan Posisi Keuangan	1-3	*Statement of Financial Position*
Laporan Laba Rugi dan Penghasilan Komprehensif Lain	4-5	*Statement of Profit or Loss and Other Comprehensive Income*
Laporan Perubahan Ekuitas	6	*Statement of Changes in Equity*
Laporan Arus Kas	7-8	*Statement of Cash Flows*
Laporan Rekonsiliasi Pendapatan dan Bagi Hasil	9	*Statement of Reconciliation of Income and Revenue Sharing*
Laporan Sumber dan Penyaluran Dana Zakat	10	*Statement of Sources and Distribution of Zakat Funds*
Laporan Sumber dan Penggunaan Dana Kebajikan	11	*Statement of Sources and Uses of Qardhul Hasan Funds*
Catatan Atas Laporan Keuangan	12 - 92	*Notes to the Financial Statements*

****

SURAT PERNYATAAN DEWAN DIREKSI TENTANG TANGGUNG JAWAB ATAS LAPORAN KEUANGAN TANGGAL 31 DESEMBER 2021 DAN UNTUK TAHUN YANG BERAKHIR PADA TANGGAL TERSEBUT PT BANK ALADIN SYARIAH TBK

BOARD OF DIRECTORS' STATEMENT REGARDING THE RESPONSIBILITY FOR THE FINANCIAL STATEMENTS AS OF DECEMBER 31, 2021 AND FOR THE YEAR THEN ENDED PT BANK ALADIN SYARIAH TBK

Kami, yang bertanda tangan di bawah ini: *We, the undersigned below:*

Nama	Dyota Mahottama Marsudi	*Name*
Alamat kantor	Millennium Centenial Center 7th Floor, Jl. Jenderal Sudirman Kav. 25, Jakarta 12920	*Office address*
Alamat domisili atau sesuai KTP	Jl. Ciomas IV RT006/RW001 Rawa Barat, Kebayoran Baru, Jakarta Selatan, DKI Jakarta 12180	*Domicile address or address according to ID*
Nomor telepon	(021) 39708008	*Telephone number*
Jabatan	Direktur Utama/ *President Director*	*Title*

menyatakan bahwa: *declare that:*

1. Kami bertanggung jawab atas penyusunan dan penyajian laporan keuangan PT Bank Aladin Syariah Tbk;
2. Laporan keuangan PT Bank Aladin Syariah Tbk telah disusun dan disajikan sesuai dengan Standar Akuntansi Keuangan di Indonesia;
3. a. Semua informasi dalam laporan keuangan PT Bank Aladin Syariah Tbk telah dimuat secara lengkap dan benar; dan
   b. Laporan keuangan PT Bank Aladin Syariah Tbk 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 PT Bank Aladin Syariah Tbk.

1. *We are responsible for the preparation and presentation of the financial statements of PT Bank Aladin Syariah Tbk;*
2. *The financial statements of PT Bank Aladin Syariah Tbk have been prepared and presented in accordance with Indonesian Financial Accounting Standards;*
3. a. *All information in the financial statements of PT Bank Aladin Syariah have been fully disclosed in a complete and truthful manner; and*
   b. *The financial statements of PT Bank Aladin Syariah Tbk do not contain any incorrect information or material fact, nor do they omit any information or material fact;*
4. *We are responsible for the internal control system of PT Bank Aladin Syariah Tbk.*

Demikian pernyataan ini dibuat dengan sebenarnya. *This statement is made truthfully.*

Jakarta, 18 Maret 2022/ *Jakarta, March 18 , 2022*

Dyota Mahottama Marsudi
Direktur Utama/President Director

PT Bank Aladin Syariah Tbk
Millennium Centennial Center, 7th floor
Jl. Jend. Sudirman Kav. 25
Jakarta Selatan 12920, Indonesia
T: +6221 3970 8008
F: +6221 3970 8007

aladinbank.id

Purwantono, Sungkoro & Surja
Building a better working world
Indonesia Stock Exchange Building
Tower 2, 7th Floor
Jl. Jend. Sudirman Kav. 52-53
Jakarta 12190, Indonesia
Tel : +62 21 5289 5000
Fax: +62 21 5289 4100
ey.com/id

The original report included herein is in the Indonesian language.

Laporan Auditor Independen

Laporan No. 00249/2.1032/AU.4/07/1681-1/1/III/2022

Pemegang saham, Dewan Komisaris, dan Direksi
PT Bank Aladin Syariah Tbk
(dahulu PT Bank Net Indonesia Syariah Tbk)

Kami telah mengaudit laporan keuangan PT Bank Aladin Syariah Tbk (dahulu PT Bank Net Indonesia Syariah Tbk) ("Bank") 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 rekonsiliasi pendapatan dan bagi hasil, 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.

Tanggung jawab manajemen atas laporan keuangan

Manajemen bertanggung jawab atas penyusunan dan penyajian wajar laporan keuangan tersebut 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.

Tanggung jawab auditor

Tanggung jawab kami adalah untuk menyatakan suatu opini atas laporan keuangan tersebut 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 tersebut bebas dari kesalahan penyajian material.

Independent Auditors' Report

Report No. 00249/2.1032/AU.4/07/1681-1/1/III/2022

The Shareholders and the Boards of Commissioners and Directors
PT Bank Aladin Syariah Tbk
(previously PT Bank Net Indonesia Syariah Tbk)

We have audited the accompanying financial statements of PT Bank Aladin Syariah Tbk (previously PT Bank Net Indonesia Syariah Tbk) (the "Bank"), which comprise the statement of financial position as of December 31, 2021, and the statements of profit or loss and other comprehensive income, changes in equity, cash flows, reconciliation of income and revenue sharing, sources and distribution of zakat funds, and sources and uses of qardhul hasan funds for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's responsibility for the financial statements

Management is responsible for the preparation and fair presentation of such 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.

Auditors' responsibility

Our responsibility is to express an opinion on such 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 such financial statements are free from material misstatement.

The original report included herein is in the Indonesian language.

Laporan Auditor Independen (lanjutan)

Laporan No. 00249/2.1032/AU.4/07/1681-1/1/III/2022 (lanjutan)

Independent Auditors' Report (continued)

Report No. 00249/2.1032/AU.4/07/1681-1/1/III/2022 (continued)

Tanggung jawab auditor (lanjutan)

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 keefektivitasan 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.

Auditors' responsibility (continued)

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.

Kami yakin bahwa bukti audit yang telah kami peroleh adalah cukup dan tepat untuk menyediakan suatu basis bagi opini audit kami.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opini

Menurut opini kami, laporan keuangan terlampir menyajikan secara wajar, dalam semua hal yang material, posisi keuangan PT Bank Aladin Syariah Tbk (dahulu PT Bank Net Indonesia Syariah Tbk) tanggal 31 Desember 2021, serta kinerja keuangan, arus kas, rekonsiliasi pendapatan dan bagi hasil, sumber dan penyaluran dana zakat, dan sumber dan penggunaan dana kebajikannya untuk tahun yang berakhir pada tanggal tersebut, sesuai dengan Standar Akuntansi Keuangan di Indonesia.

Opinion

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of PT Bank Aladin Syariah Tbk (previously PT Bank Net Indonesia Syariah Tbk) as of December 31, 2021, and its financial performance, cash flows, reconciliation of income and revenue sharing, sources and distribution of zakat funds, and sources and uses of qardhul hasan funds for the year then ended, in accordance with Indonesian Financial Accounting Standards.

The original report included herein is in the Indonesian language.

Laporan Auditor Independen (lanjutan)

Laporan No. 00249/2.1032/AU.4/07/1681-1/1/III/2022 (lanjutan)

Hal lain

Laporan keuangan Bank tanggal 31 Desember 2020 dan untuk tahun yang berakhir pada tanggal tersebut telah diaudit oleh auditor independen lain yang menyatakan opini tanpa modifikasian atas laporan keuangan tersebut pada tanggal 19 April 2021.

Independent Auditors' Report (continued)

Report No. 00249/2.1032/AU.4/07/1681-1/1/III/2022 (continued)

Other matter

The financial statements of the Bank as of December 31, 2020 and for the year then ended were audited by other independent auditors who expressed an unmodified opinion on such financial statements on April 19, 2021.

Purwantono, Sungkoro & Surja

Christophorus Alvin Kossim
Registrasi Akuntan Publik No. AP.1681/*Public Accountant Registration No. AP.1681*

18 Maret 2022/*March 18, 2022*

PT BANK ALADIN SYARIAH TBK
(dahulu PT Bank Net Indonesia Syariah Tbk)
LAPORAN POSISI KEUANGAN
Tanggal 31 Desember 2021
(Disajikan dalam jutaan Rupiah, kecuali dinyatakan lain)

PT BANK ALADIN SYARIAH TBK
(previously PT Bank Net Indonesia Syariah Tbk)
STATEMENT OF FINANCIAL POSITION
As of December 31, 2021
(Expressed in millions of Rupiah, unless otherwise stated)

	31 Desember/ *December 31,* 2021	Catatan/ *Notes*	31 Desember/ *December 31,* 2020	
ASET				***ASSETS***
Kas	224	2, 4	182	*Cash*
Giro pada Bank Indonesia	16.354	2, 5	4.163	*Current accounts with Bank Indonesia*
Giro pada bank lain	2.445	2, 6	2.038	*Current accounts with other banks*
Dikurangi: Cadangan kerugian penurunan Nilai	(24)	2, 6	(20)	*Less: Allowance for impairment losses*
Giro pada bank lain - neto	2.421		2.018	*Current accounts with other banks - net*
Penempatan pada Bank Indonesia	1.139.500	2, 7	49.100	*Placements with Bank Indonesia*
Investasi pada surat berharga	901.092	2, 8	608.728	*Investment in marketable securities*
Dikurangi: Cadangan kerugian penurunan nilai	(3.068)	2, 8	-	*Less: Allowance for impairment losses*
Investasi pada surat berharga - neto	898.024		608.728	*Investment in marketable securities - net*
Piutang murabahah setelah dikurangi pendapatan marjin yang ditangguhkan sebesar Rp2 pada tanggal 31 Desember 2020	-	2, 9	54	*Murabahah receivables net of deferred margin income of Rp2 as of December 31, 2020*
Dikurangi: Cadangan kerugian penurunan nilai	-	2, 9	(2)	*Less: Allowance for impairment losses*
Piutang *murabahah* - neto	-		52	*Murabahah receivables - net*
Aset tetap dan aset hak guna - neto	51.114	2, 10	12.630	*Fixed assets and right of use assets - net*
Aset tak berwujud - neto	5.603	2, 11	85	*Intangible assets - net*
Aset lain-lain	59.922	2, 11	44.439	*Other assets*
TOTAL ASET	**2.173.162**		**721.397**	***TOTAL ASSETS***

Catatan atas laporan keuangan terlampir merupakan bagian integral dari laporan keuangan ini.

The accompanying notes form an integral part of these financial statements.

PT BANK ALADIN SYARIAH TBK
(dahulu PT Bank Net Indonesia Syariah Tbk)
LAPORAN POSISI KEUANGAN (lanjutan)
Tanggal 31 Desember 2021
(Disajikan dalam Jutaan Rupiah, kecuali dinyatakan lain)

PT BANK ALADIN SYARIAH TBK
(previously PT Bank Net Indonesia Syariah Tbk)
STATEMENT OF FINANCIAL POSITION (continued)
As of December 31, 2021
(Expressed in Million of Rupiah, unless otherwise stated)

	31 Desember/ *December 31,* 2021	Catatan/ *Notes*	31 Desember/ *December 31,* 2020	
LIABILITAS, DANA *SYIRKAH* TEMPORER DAN EKUITAS				***LIABILITIES, TEMPORARY SYIRKAH FUNDS AND EQUITY***
LIABILITAS				***LIABILITIES***
Liabilitas segera	1.003	2, 12	2	*Liabilities due immediately*
Simpanan dari nasabah				*Deposits from customers*
Giro *wadiah*	-	2, 14	5	*Wadiah demand deposits*
Simpanan dari bank lain	-	2, 15	4	*Deposits from other banks*
Utang pajak	3.042	2, 13	640	*Taxes payable*
Estimasi kerugian komitmen dan kontinjensi	-	2, 16	-	*Estimated losses on commitments and contingencies*
Liabilitas lain-lain	84.606	2, 17	39.310	*Other liabilities*
TOTAL LIABILITAS	**88.651**		**39.961**	***TOTAL LIABILITIES***
DANA SYIRKAH TEMPORER				***TEMPORARY SYIRKAH FUNDS***
Tabungan *mudharabah*	38.184	2, 18	-	*Mudharabah demand saving*
Giro *mudharabah*	-	2, 18	40.062	*Mudharabah demand deposits*
Deposito *mudharabah*	1.000.000	2, 19	100	*Mudharabah time deposits*
TOTAL DANA *SYIRKAH* TEMPORER	**1.038.184**		**40.162**	***TOTAL TEMPORARY SYIRKAH FUNDS***

Catatan atas laporan keuangan terlampir merupakan bagian integral dari laporan keuangan ini.

The accompanying notes form an integral part of these financial statements.

PT BANK ALADIN SYARIAH TBK
(dahulu PT Bank Net Indonesia Syariah Tbk)
LAPORAN POSISI KEUANGAN (lanjutan)
Tanggal 31 Desember 2021
(Disajikan dalam Jutaan Rupiah, kecuali dinyatakan lain)

PT BANK ALADIN SYARIAH TBK
(previously PT Bank Net Indonesia Syariah Tbk)
STATEMENT OF FINANCIAL POSITION (continued)
As of December 31, 2021
(Expressed in Million of Rupiah, unless otherwise stated)

	31 Desember/ *December 31,* 2021	Catatan/ *Notes*	31 Desember/ *December 31,* 2020	
EKUITAS				***EQUITY***
Modal saham - nilai nominal Rp100 (nilai penuh) per saham masing-masing pada tanggal 31 Desember 2021 dan dan 2020				*Share capital - par value of Rp100 (full amount) per share as of December 31, 2021 and 2020, respectively*
Modal dasar 25.000.000.000 saham masing-masing pada tanggal 31 Desember 2021 dan 2020				*Authorized - 25,000,000,000 shares as of December 31, 2021 and 2020, respectively*
Modal ditempatkan dan disetor penuh - 13.241.354.364 saham dan 8.193.072.560 saham masing-masing pada tanggal 31 Desember 2021 dan 2020	1.324.135	2,20	819.307	*Issued and fully paid - 13,241,354,364 shares and 8,193,072,560 shares as of December 31, 2021 and 2020, respectively*
Tambahan modal disetor	10.870	2,20	-	*Additional paid-in capital*
Dana setoran modal	2.684	2,20	-	*Capital deposit funds*
Pengukuran kembali atas program imbalan pasti	1.808	2,27	689	*Remeasurement of defined benefit plan*
Keuntungan yang belum direalisasi atas surat berharga dalam kelompok tersedia untuk dijual	6.827	2,8	-	*Unrealized gain on available-for-sale marketable securities*
Saldo laba				*Retained earnings*
Saldo laba dari kegiatan konvensional	29.541		29.541	*Retained earnings from conventional activities*
Saldo rugi dari kegiatan syariah	(329.538)		(208.263)	*Deficit from sharia activities*
TOTAL EKUITAS	**1.046.327**		**641.274**	***TOTAL EQUITY***
TOTAL LIABILITAS, DANA *SYIRKAH* TEMPORER DAN EKUITAS	**2.173.162**		**721.397**	***TOTAL LIABILITIES, TEMPORARY SYIRKAH FUNDS AND EQUITY***

Catatan atas laporan keuangan terlampir merupakan bagian integral dari laporan keuangan ini.

The accompanying notes form an integral part of these financial statements.

PT BANK ALADIN SYARIAH TBK
(dahulu PT Bank Net Indonesia Syariah Tbk)
LAPORAN LABA RUGI DAN PENGHASILAN KOMPREHENSIF LAIN
Untuk Tahun yang Berakhir Pada Tanggal 31 Desember 2021
(Disajikan Dalam Jutaan Rupiah, kecuali dinyatakan lain)

PT BANK ALADIN SYARIAH TBK
(previously PT Bank Net Indonesia Syariah Tbk)
STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME
For the Year Ended December 31, 2021
(Expressed in Million of Rupiah, unless otherwise stated)

	Tahun yang Berakhir pada Tanggal 31 Desember/ *Year Ended December 31,*			
	2021	**Catatan/ *Notes***	**2020**	
PENDAPATAN PENGELOLAAN DANA OLEH BANK SEBAGAI *MUDHARIB*				***INCOME FROM FUND MANAGED BY BANK AS MUDHARIB***
Pendapatan dari jual beli	3	2, 21	86	*Income from sales and purchases*
Pendapatan usaha utama lainnya	36.108	2, 21	31.191	*Other main operating income*
Total pendapatan pengelolaan dana oleh Bank sebagai *mudharib*	36.111		31.277	*Total income from fund managed by Bank as mudharib*
HAK PIHAK KETIGA ATAS BAGI HASIL DANA *SYIRKAH* TEMPORER	**(403)**	2, 22	**(158)**	***THIRD PARTIES' SHARE ON RETURN OF TEMPORARY SYIRKAH FUNDS***
HAK BAGI HASIL MILIK BANK	**35.708**		**31.119**	***BANK'S SHARE IN PROFIT SHARING***
PENDAPATAN USAHA LAINNYA				***OTHER OPERATING INCOME***
Laba selisih kurs - neto	158		-	*Gain on foreign exchange - net*
Lain-lain	627	21	476	*Others*
TOTAL PENDAPATAN USAHA LAINNYA	**785**		**476**	***TOTAL OTHER OPERATING INCOME***
(Pembentukan) pembalikan cadangan kerugian penurunan nilai aset produktif	(3.069)		112	*(Addition) reversal of allowance for impairment losses on earning assets*
Pembalikan estimasi kerugian komitmen dan kontinjensi	-	16	65.138	*Reversal of estimated losses on earning assets*
BEBAN OPERASIONAL				***OPERATING EXPENSES***
Umum dan administrasi	(45.840)	23	(19.550)	*General and administrative*
Gaji dan kesejahteraan karyawan	(80.351)	24	(23.932)	*Salaries and employees' benefits*
Penyusutan dan amortisasi	(10.356)	2, 10, 11	(2)	*Depreciation and amortization*
Promosi	(4.594)		(405)	*Promotion*
Iuran Otoritas Jasa Keuangan	(327)		(225)	*Financial Service Authority contributions*
Rugi selisih kurs - neto	-		(4.438)	*Loss on foreign exchange - net*
Lain-lain	(14.851)	23	(5.822)	*Others*
TOTAL BEBAN OPERASIONAL	**(156.319)**		**(54.374)**	***TOTAL OPERATING EXPENSES***
(RUGI) LABA OPERASIONAL	**(122.895)**		**42.471**	***(LOSS) INCOME FROM OPERATION***
PENDAPATAN NON OPERASIONAL - NETO	**1.620**		**2.397**	***NON-OPERATING INCOME - NET***
(RUGI) LABA SEBELUM BEBAN PAJAK	**(121.275)**		**44.868**	***(LOSS) INCOME BEFORE TAX EXPENSE***
BEBAN PAJAK - NETO	**-**	2, 13	**-**	***TAX EXPENSE - NET***
(RUGI) LABA NETO PERIODE BERJALAN	**(121.275)**		**44.868**	***NET (LOSS) INCOME FOR THE PERIOD***

Catatan atas laporan keuangan terlampir merupakan bagian integral dari laporan keuangan ini.

The accompanying notes form an integral part of these financial statements.

PT BANK ALADIN SYARIAH TBK
(dahulu PT Bank Net Indonesia Syariah Tbk)
LAPORAN LABA RUGI DAN PENGHASILAN KOMPREHENSIF LAIN (lanjutan)
Untuk Tahun yang Berakhir Pada Tanggal 31 Desember 2021
(Disajikan Dalam Jutaan Rupiah, kecuali dinyatakan lain)

PT BANK ALADIN SYARIAH TBK
(previously PT Bank Net Indonesia Syariah Tbk)
STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME (continued)
For the Year Ended December 31, 2021
(Expressed in Million of Rupiah, unless otherwise stated)

	Tahun yang Berakhir pada Tanggal 31 Desember/ *Year Ended December 31,*			
	2021	**Catatan/ *Notes***	**2020**	
PENGHASILAN KOMPREHENSIF LAIN				***OTHER COMPREHENSIVE INCOME***
Pos-pos yang tidak akan direklasifikasi ke laba rugi:				***Item that will not be reclassified to profit or loss:***
Pengukuran kembali atas program imbalan pasti	1.119	27	(3.186)	*Remeasurement of defined benefit plan*
Pajak penghasilan terkait	-		969	*Related income tax*
Pos-pos yang akan direklasifikasi ke laba rugi:				***Item that will be reclassified to profit or loss:***
Keuntungan yang belum direalisasi atas surat berharga dalam kelompok tersedia untuk dijual	6.827	8	-	*Unrealized gain on available-for-sale marketable*
Pajak penghasilan terkait	-		-	*Related income tax*
PENGHASILAN (RUGI) KOMPREHENSIF LAIN PERIODE BERJALAN	**7.946**		**(2.217)**	***OTHER COMPREHENSIVE INCOME (LOSS) FOR THE PERIOD***
TOTAL (RUGI) PENGHASILAN KOMPREHENSIF PERIODE BERJALAN	**(113.329)**		**42.651**	***TOTAL COMPREHENSIVE (LOSS) INCOME FOR THE PERIOD***
LABA PER SAHAM DASAR (nilai penuh)	**(9)**	2, 32	**5**	***BASIC EARNINGS PER SHARE (full amount)***

Catatan atas laporan keuangan terlampir merupakan bagian integral dari laporan keuangan ini.

The accompanying notes form an integral part of these financial statements.

The original financial statements included herein are in the Indonesian language.

PT BANK ALADIN SYARIAH TBK
(dahulu PT Bank Net Indonesia Syariah Tbk)
LAPORAN PERUBAHAN EKUITAS
Untuk Tahun yang Berakhir Pada Tanggal 31 Desember 2021
(Disajikan dalam Jutaan Rupiah, kecuali dinyatakan lain)

PT BANK ALADIN SYARIAH TBK
(previously PT Bank Net Indonesia Syariah Tbk)
STATEMENT OF CHANGES IN EQUITY
For the Year Ended December 31, 2021
(Expressed in Million of Rupiah, unless otherwise stated)

	Catatan/ *Notes*	Modal ditempatkan dan disetor penuh/ *Shares capital issued and fully paid capital*	Tambahan modal disetor/ *Additional paid-in capital*	Dana setoran modal/ *Capital deposits funds*	Keuntungan yang belum direalisasi atas surat berharga dalam kelompok tersedia untuk dijual/ *Unrealized gain on available-for- sale marketable securities*	Pengukuran kembali atas program imbalan pasti/ *Remeasurement of defined benefit plan*	Saldo laba dari kegiatan konvensional/ *Retained earnings from conventional activities*	Saldo rugi dari kegiatan syariah/ *Deficit from sharia activities*	Total ekuitas/ *Total equity*	
Saldo 1 Januari 2020		**819.307**	**-**	**-**	**-**	**2.906**	**29.541**	**(256.037)**	**595.717**	***Balance as of January 1, 2020***
Penghasilan komprehensif lain	27	-	-	-	-	689	-	-	689	*Other comprehensive income*
Transfer ke saldo rugi kegiatan syariah		-	-	-	-	(2.906)	-	2.906	-	*Transfer to deficit from sharia activites*
Laba neto periode berjalan		-	-	-	-	-	-	44.868	44.868	*Net income for the period*
Saldo 31 Desember 2020		**819.307**	**-**	**-**	**-**	**689**	**29.541**	**(208.263)**	**641.274**	***Balance as of December 31, 2020***
Penawaran Umum Perdana	20	500.000	10.388	-	-	-	-	-	510.388	*Initial Public Offering*
Pelaksanaan Waran I	20	4.828	482	2.684	-	-	-	-	7.994	*Waran I exercise*
Penghasilan komprehensif lain	8, 27	-	-	-	6.827	1.119	-	-	7.946	*Other comprehensive income*
Rugi neto periode berjalan		-	-	-	-	-	-	(121.275)	(121.275)	*Net loss for the period*
Saldo 31 Desember 2021		**1.324.135**	**10.870**	**2.684**	**6.827**	**1.808**	**29.541**	**(329.538)**	**1.046.327**	***Balance as of December 31, 2021***

Catatan atas laporan keuangan terlampir merupakan bagian integral dari laporan keuangan ini.

The accompanying notes form an integral part of these financial statements.

PT BANK ALADIN SYARIAH TBK
(dahulu PT Bank Net Indonesia Syariah Tbk)
LAPORAN ARUS KAS
Untuk Tahun yang Berakhir Pada Tanggal 31 Desember 2021
(Disajikan dalam Jutaan Rupiah, kecuali dinyatakan lain)

PT BANK ALADIN SYARIAH TBK
(previously PT Bank Net Indonesia Syariah Tbk)
STATEMENT OF CASH FLOWS
For the Year Ended December 31, 2021
(Expressed in Million of Rupiah, unless otherwise stated)

	Tahun yang Berakhir pada Tanggal 31 Desember/ *Year Ended December 31,*			
	2021	**Catatan/ *Notes***	**2020**	
ARUS KAS DARI AKTIVITAS OPERASI				***CASH FLOWS FROM OPERATING ACTIVITIES***
Penerimaan operasi lainnya	35.045		31.191	*Income from other operating*
Penerimaan non-operasional - neto	1.620		2.397	*Income from non-operating - net*
Penerimaan keuntungan *murabahah*	3		86	*Income from margin of murabahah*
Pembayaran bagi hasil dana *syirkah* temporer	(403)		(158)	*Payment of revenue sharing from temporary syirkah funds*
Pembayaran beban operasional	(145.215)		(48.960)	*Payment of operating expense*
Rugi sebelum perubahan dalam aset dan liabilitas operasi	(108.950)		(15.444)	*Loss before changes in operating assets and liabilities*
Penurunan (kenaikan) aset operasi:				*Decrease (increase) in operating assets:*
Piutang murabahah	54		5.012	*Murabahah receivables*
Aset lain-lain	(14.420)		(2.486)	*Other assets*
(Penurunan) kenaikan liabilitas operasi:				*(Decrease) increase in operating liabilities:*
Liabilitas segera	1.001		-	*Liabilities due immediately*
Simpanan dari nasabah	(5)	4	4	*Deposits from customers*
Simpanan dari bank lain	(4)	14	4	*Deposits from other banks*
Utang pajak	2.402	15	240	*Taxes payable*
Liabilitas lain-lain	20.070		(19.723)	*Other liabilities*
Dana syirkah temporer	998.022	18, 19	40.162	*Temporary syirkah funds*
Kas neto diperoleh dari aktivitas operasi	**898.170**		**7.769**	***Net cash provided by operating activities***
ARUS KAS DARI AKTIVITAS INVESTASI				***CASH FLOWS FROM INVESTING ACTIVITIES***
Perolehan investasi dalam surat berharga dalam kelompok biaya perolehan dan tersedia untuk dijual	(11.208.815)		(61.330)	*Acquisition of investment in marketable securities classified at cost and available-for-sale*
Perolehan aset tetap dan piranti lunak	(19.320)	10	(12.717)	*Acquisitions of fixed assets and software*
Penerimaan dari investasi dalam surat berharga yang telah jatuh tempo	10.923.278		-	*Proceed from investment in matured marketable securities*
Kas neto digunakan untuk aktivitas investasi	**(304.857)**		**(74.047)**	***Net cash used in investing activities***
ARUS KAS DARI AKTIVITAS PENDANAAN				***CASH FLOWS FROM FINANCING ACTIVITIES***
Penerimaan dari penawaran umum saham perdana	515.000	20	-	*Proceeds from initial public offering*
Pembayaran biaya emisi saham	(4.612)	20	-	*Payment of shares issuance cost*
Pelaksanaan waran	7.994		-	*Exercise of warrants*
Pembayaran liabilitas sewa	(8.693)	34	-	*Payment of lease liabilities*
Kas neto diperoleh dari aktivitas pendanaan	**509.689**		**-**	***Net cash provided by financing activities***
KENAIKAN (PENURUNAN) NETO KAS DAN SETARA KAS	**1.103.002**		**(66.064)**	***NET INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS***

Catatan atas laporan keuangan terlampir merupakan bagian integral dari laporan keuangan ini.

The accompanying notes form an integral part of these financial statements.

PT BANK ALADIN SYARIAH TBK
(dahulu PT Bank Net Indonesia Syariah Tbk)
LAPORAN ARUS KAS (lanjutan)
Untuk Tahun yang Berakhir Pada Tanggal 31 Desember 2021
(Disajikan dalam Jutaan Rupiah, kecuali dinyatakan lain)

PT BANK ALADIN SYARIAH TBK
(previously PT Bank Net Indonesia Syariah Tbk)
STATEMENT OF CASH FLOWS (continued)
For the Year Ended December 31, 2021
(Expressed in Million of Rupiah, unless otherwise stated)

	Tahun yang Berakhir pada Tanggal 31 Desember/ *Year Ended December 31,*			
	2021	**Catatan/ *Notes***	**2020**	
KAS DAN SETARA KAS PADA AWAL TAHUN	**55.483**		**121.547**	***CASH AND CASH EQUIVALENTS AT BEGINNING OF YEAR***
Pengaruh perubahan kurs mata uang pada kas dan setara kas	38		214	*Effects of exchange rate changes on cash and cash equivalents*
KAS DAN SETARA KAS PADA AKHIR TAHUN	**1.158.523**		**55.483**	***CASH AND CASH EQUIVALENTS AT END OF YEAR***
Rincian kas dan setara kas terdiri dari:				*Cash and cash equivalents consist of:*
Kas	224	4	182	*Cash*
Giro pada Bank Indonesia	16.354	5	4.163	*Current accounts with Bank Indonesia*
Giro pada bank lain	2.445	6	2.038	*Current accounts with other banks*
Penempatan pada Bank Indonesia yang jatuh tempo dalam 3 bulan dari tanggal akuisisi	1.139.500	7	49.100	*Placement in Bank Indonesia that will mature within 3 months from the acquisition date*
Total kas dan setara kas	**1.158.523**		**55.483**	***Total cash and cash equivalents***

Catatan atas laporan keuangan terlampir merupakan bagian integral dari laporan keuangan ini.

The accompanying notes form an integral part of these financial statements.

PT BANK ALADIN SYARIAH TBK
(dahulu PT Bank Net Indonesia Syariah Tbk)
LAPORAN REKONSILIASI
PENDAPATAN DAN BAGI HASIL
Untuk Tahun yang Berakhir Pada Tanggal
31 Desember 2021
(Disajikan dalam Jutaan Rupiah,
kecuali dinyatakan lain)

PT BANK ALADIN SYARIAH TBK
(previously PT Bank Net Indonesia Syariah Tbk)
STATEMENT OF RECONCILIATION OF
INCOME AND REVENUE SHARING
For the Year Ended December 31, 2021
(Expressed in Million of Rupiah,
unless otherwise stated)

	Tahun yang Berakhir pada Tanggal 31 Desember/ *Year Ended December 31*			
	2021	**Catatan/ *Notes***	**2020**	
Pendapatan Usaha	36.111		31.277	*Operating Income*
Pengurangan:				*Deduction:*
Pendapatan periode berjalan kas atau setara kas yang belum di terima:				*Income during the period in which the cash or cash equivalent has not been received:*
Pendapatan dari S*ukuk N*egara	886		175	*Income from Government Sukuk*
Pendapatan dari Fasilitas Simpanan Bank Indonesia Syariah (SBSN)	1.349		703	*Income from Bank Indonesia Sharia Deposit Facility (SBSN)*
Bank Indonesia Syariah (FASBIS)	87		8	*Sharia Deposit Facility (FASBIS)*
Total pengurang	2.322		886	*Total deduction*
Penambah:				*Addition:*
Pendapatan periode sebelumnya yang kasnya diterima pada periode berjalan:				*Income from previous period in which cash has been received in current period:*
Keuntungan *murabahah*	-		5	*Margin murabahah*
Pendapatan dari *Sukuk* Negara	175		759	*Income from Goverment Sukuk*
Pendapatan dari Fasilitas Simpanan Bank Indonesia Syariah (SBSN)	703		-	*Income from Bank Indonesia Sharia Deposit Facility (SBSN)*
Bank Indonesia Syariah (FASBIS)	8		12	*Sharia Deposit Facility (FASBIS)*
Total penambah	886		776	*Total addition*
Pendapatan usaha yang tersedia untuk bagi hasil	34.675		31.167	*Available operating income for profit sharing*
Bagi hasil yang menjadi hak Bank	34.272		31.009	*Profit sharing attributable to Bank*
Bagi hasil yang menjadi hak pemilik dana	403	22	158	*Profit sharing attributable to depositors*
Dirinci atas:				*Details to:*
Hak pemilik dana atas hasil dana *syirkah* temporer yang sudah didistribusikan	403		158	*Distributed return of temporary syirkah funds attributable to depositors*

Catatan atas laporan keuangan terlampir merupakan bagian integral dari laporan keuangan ini.

The accompanying notes form an integral part of these financial statements.

PT BANK ALADIN SYARIAH TBK
(dahulu PT Bank Net Indonesia Syariah Tbk)
LAPORAN SUMBER DAN PEYALURAN DANA ZAKAT
Untuk Tahun yang Berakhir Pada Tanggal 31 Desember 2021
(Disajikan dalam Jutaan Rupiah, kecuali dinyatakan lain)

PT BANK ALADIN SYARIAH TBK
(previously PT Bank Net Indonesia Syariah Tbk)
STATEMENT OF SOURCES AND DISTRIBUTION OF ZAKAT FUNDS
For the Year Ended December 31, 2021
(Expressed in Million of Rupiah, unless otherwise stated)

	Tahun yang Berakhir pada Tanggal 31 Desember/ *Year Ended December 31*			
	2021	**Catatan/ *Notes***	**2020**	
Saldo awal dana zakat				***Beginning balance of zakat funds***
Sumber dana zakat				***Sources of zakat funds***
Zakat dari bank	-			*Zakat from banks*
Zakat dari pihak luar bank	-		-	*Zakat from non-bank parties*
	-		-	
Penyaluran dana zakat	-		-	*Distribution of zakat funds*
Kenaikan dana zakat	-		-	*Increase in zakat funds*
Saldo akhir dana zakat	**-**		**-**	***Ending balance of zakat funds***

Catatan atas laporan keuangan terlampir merupakan bagian integral dari laporan keuangan ini.

The accompanying notes form an integral part of these financial statements.

PT BANK ALADIN SYARIAH TBK
(dahulu PT Bank Net Indonesia Syariah Tbk)
LAPORAN SUMBER DAN PENGGUNAAN DANA KEBAJIKAN
Untuk Tahun yang Berakhir Pada Tanggal 31 Desember 2021
(Disajikan dalam Jutaan Rupiah, kecuali dinyatakan lain)

PT BANK ALADIN SYARIAH TBK
(previously PT Bank Net Indonesia Syariah Tbk)
STATEMENT OF SOURCES AND USES OF QARDHUL HASAN FUNDS
For the Year Ended December 31, 2021
(Expressed in Million of Rupiah, unless otherwise stated)

	Tahun yang Berakhir pada Tanggal 31 Desember/ *Year Ended December 31*			
	2021	**Catatan/ *Notes***	**2020**	
Sumber dana kebajikan				*Sources of qardhul hasan funds*
Denda	-		-	*Penalties*
Penerimaan Non halal	1.000			*Non Halal Acceptance*
Penggunaan dana kebajikan	-		-	*Uses of qardhul hasan funds*
Penurunan dana kebajikan	-		-	*Decrease in qardhul hasan funds*
Saldo awal dana kebajikan	2		2	*Beginning balance of qardhul hasan funds*
Saldo akhir dana kebajikan	**1.002**	**2, 12**	**2**	***Ending balance of qardhul hasan funds***

Catatan atas laporan keuangan terlampir merupakan bagian integral dari laporan keuangan ini.

The accompanying notes form an integral part of these financial statements.

1. INFORMASI UMUM

a. Pendirian Bank dan Informasi Umum

PT Bank Aladin Syariah Tbk (dahulu PT Bank Net Indonesia Syariah Tbk) ("Bank"), berkedudukan di Jakarta, adalah suatu perseroan terbatas yang telah didirikan berdasarkan hukum dan peraturan perundang-undangan Republik Indonesia untuk pertama kali dengan nama "PT Bank Maybank Nusa International" berdasarkan Akta Pendirian Perseroan No. 58 tanggal 16 September 1994, dibuat oleh Achmad Abid, S.H., berdasarkan Surat Penetapan Hakim Pengadilan Negeri Jakarta Pusat tanggal 22 Agustus 1994, No. 433/CN/PDT.P/1944/PN.JKT.PST., dibuat oleh Sutjipto, S.H., Notaris di Jakarta, dan diubah dengan Akta Notaris No. 135 tanggal 17 Oktober 1994, dibuat oleh Sutjipto, S.H., yang telah mendapatkan Pengesahan Pendirian Perseroan berdasarkan Keputusan Menteri Kehakiman Republik Indonesia (sekarang Menteri Hukum dan Hak Asasi Manusia Republik Indonesia) No. C2-15.525.HT.01.01.Th.94 tanggal 17 Oktober 1994 dan telah didaftarkan dalam register yang berada di Kepaniteraan Pengadilan Negeri Jakarta Selatan No. 2992/A.Not/HKM/1994/PN.JAK.SEL tanggal 2 November 1994, dan telah diumumkan dalam Berita Negara Republik Indonesia No. 103 tanggal 27 Desember 1994, Tambahan Berita Negara Republik Indonesia No. 10872 Tahun 1994 ("Akta Pendirian").

Pada tanggal 11 September 2000, Bank berganti nama dari yang sebelumnya bernama "PT Maybank Nusa International" menjadi "PT Bank Maybank Indocorp" dengan beralihnya kepemilikan saham Bank kepada Badan Penyehatan Perbankan Nasional (BPPN) selanjutnya oleh Menteri Keuangan Republik Indonesia qq PT Perusahaan Pengelola Aset (Persero), berdasarkan Akta Pernyataan Keputusan diluar Rapat Perseroan Nomor 6 dibuat di hadapan Arman Lany, S.H., Notaris di Jakarta, yang telah mendapatkan Keputusan Menteri Hukum dan Perundang-Undangan Republik Indonesia No. C-22089.HT.01.04-TH.2000 tanggal 9 Oktober 2000 dan telah diumumkan dalam Berita Negara Republik Indonesia No. 1 tanggal 2 Januari 2001, Tambahan Berita Negara Republik Indonesia No. 25 Tahun 2001.

1. GENERAL INFORMATION

a. The Bank's Establishment and General Information

PT Bank Aladin Syariah Tbk (previously PT Bank Net Indonesia Syariah Tbk) (the "Bank"), domiciled in Jakarta, is a limited liability company that has been established under the laws and regulations of the Republic of Indonesia initially under the name "PT Bank Maybank Nusa International" based on Deed of Establishment No. 58, dated September 16, 1994 of Achmad Abid, S.H. based on the Decision Letter No. 433/CN/PDT.P/1944 /PN.JKT.PST. of the Central Jakarta District Court, dated August 22, 1994 of Sutjipto, S.H., Notary in Jakarta, and amended by Notarial Deed No. 135 dated October 17, 1994 of Sutjipto, S.H., who was authorized to establish the Company based on the Decree of the Minister of Justice of the Republic of Indonesia (currently the Minister of Law and Human Rights of the Republic Indonesia) No. C2-15.525.HT.01.01.Th.94 dated October 17, 1994 and the deed has been registered in the registry of the Registrar's Office of South Jakarta District Court No. 2992/A.Not/HKM/1994/PN.JAK.SEL dated November 2, 1994, and has been published in the State Gazette of the Republic of Indonesia No. 103 dated December 27, 1994, Supplement to the State Gazette of the Republic of Indonesia No. 10872 Year 1994 ("Deed of Establishment").

On September 11, 2000, the Bank changed its name from "PT Maybank Nusa International" to "PT Bank Maybank Indocorp" upon transfer of ownership of the Bank's shares to Badan Penyehatan Perbankan Nasional (BPPN) subsequently to the Minister of Finance of the Republic of Indonesia qq PT Perusahaan Pengelola Aset (Persero), based on the Deed of Decision Statement outside the Company's Meeting No. 6 of Arman Lany, S.H., Notary in Jakarta, the change has been approved by the Minister of Law and Legislation of the Republic of Indonesia based on Decree No. C-22089.HT.01.04-TH.2000 dated October 9, 2000 and has been announced in the State Gazette of the Republic of Indonesia No. 1 dated January 2, 2001, Supplement to the State Gazette of the Republic of Indonesia No. 25 of 2001.

1. INFORMASI UMUM (lanjutan)

a. Pendirian Bank dan Informasi Umum (lanjutan)

Bank kembali berganti nama dari "PT Bank Maybank Indocorp" menjadi "PT Bank Maybank Syariah Indonesia" (Maybank Syariah) seiring dengan pergantian bidang usaha dari bank umum konvensional menjadi bank umum syariah berdasarkan Surat Keputusan Gubernur Bank Indonesia No. 12/60/KEP.GBI/ DpG/2010 tanggal 23 September 2010. Berdasarkan Akta Pernyataan Keputusan Rapat Umum Pemegang Saham Tahunan dan Luar Biasa Perseroan Nomor 1 tanggal 1 Juni 2010, dibuat di hadapan Arman Lany, S.H., Notaris di Jakarta, yang sudah mendapat Persetujuan Perubahan Anggaran Dasar dari Kementerian Hukum dan Hak Asasi Manusia Republik Indonesia No. AHU-29107.AH.01.02. Tahun 2010 tanggal 8 Juni 2010, dan telah didaftarkan dalam Daftar Perseroan yang diselenggarakan oleh Kemenkumham No. AHU-0043068.AH.01.09. Tahun 2010 tanggal 8 Juni 2010.

Pada tahun 2010, Bank melakukan konversi kegiatan usahanya dari konvensional menjadi syariah. Saldo laba yang diperoleh dari kegiatan konvensional dicatat dalam ekuitas.

Berdasarkan Akta Notaris Aliya S. Azhar S.H., M.H., M.Kn., No. 27 tanggal 19 Desember 2011, Rapat Pemegang Saham Bank memutuskan untuk menjual 30.000 lembar saham Bank yang dimiliki oleh Menteri Keuangan Republik Indonesia qq PT Perusahaan Pengelola Aset (Persero) kepada Malayan Banking (Maybank) Berhad dan Maybank telah melakukan penjualan 9.451 saham Bank kepada PT Prosperindo.

Pada tanggal 15 Juni 2012, Bank menyelenggarakan Rapat Umum Pemegang Saham Luar Biasa yang menyetujui untuk mengubah pasal 9 Anggaran Dasar Perseroan sehubungan perubahan ketentuan pemindahan hak atas saham. Keputusan ini didokumentasikan dalam Akta Notaris Aliya Sriwendayani Azhar, S.H., M.H., M.Kn. No. 34 tanggal 15 Juni 2012 dan perubahan tersebut telah diterima oleh Menteri Hukum dan Hak Asasi Manusia Republik Indonesia dalam surat keputusannya No. AHU-AH.01.10-25737 tanggal 16 Juli 2012.

1. GENERAL INFORMATION (continued)

a. The Bank's Establishment and General Information (continued)

The Bank once again changed its name from "PT Bank Maybank Indocorp" to "PT Bank Maybank Syariah Indonesia" (Maybank Syariah) in line with the change of business field from conventional commercial bank to sharia commercial bank based on the Governor of Bank Indonesia Decision Letter No.12/60/ KEP.GBI/DpG/2010 dated September 23, 2010. The said amendment to the Articles of Association was based on the Decision Statement of the Annual and Extraordinary General Meeting of Shareholders No. 1 dated June 1, 2010 of Arman Lany, S.H., Notary in Jakarta, which has been approved by the Minister of Law and Human Rights No. AHU-29107.AH.01.02.Tahun 2010 dated June 8, 2010, and has been registered in the Company Registry of the Minister of Law and Human Rights of the Republic of Indonesia No. AHU-0043068.AH.01.09. Tahun 2010 dated June 8, 2010.

In 2010, the Bank converted its business activities from conventional to sharia. Retained earnings from conventional activities are recorded in shareholders' equity.

Based on the Notary Deed of Aliya S. Azhar S.H., M.H., M.Kn., No. 27 dated December 19, 2011, the Bank's Shareholders Meeting decided to sell 30,000 shares of the Bank owned by the Minister of Finance of the Republic of Indonesia qq PT Perusahaan Pengelola Aset (Persero) to Malayan Banking (Maybank) Berhad and Maybank sold 9,451 shares of the Bank to PT Prosperindo.

On June 15, 2012, the Bank held an Extraordinary General Meeting of Shareholders which agreed to amend Article 9 of the Articles of Association in connection with the changes in the provisions for transfer of rights over shares. This decision is documented in the Notary Deed of Aliya Sriwendayani Azhar, S.H., M.H., M.Kn. No. 34 dated June 15, 2012 and these changes have been accepted by the Minister of Law and Human Rights of the Republic of Indonesia in his decree No. AHU-AH.01.10-25737 dated July 16, 2012.

PT BANK ALADIN SYARIAH TBK
(dahulu PT Bank Net Indonesia Syariah Tbk)
CATATAN ATAS LAPORAN KEUANGAN
Tanggal 31 Desember 2021 dan untuk
Tahun yang Berakhir pada Tanggal Tersebut
(Disajikan dalam Jutaan Rupiah,
kecuali dinyatakan lain)

PT BANK ALADIN SYARIAH TBK
(previously PT Bank Net Indonesia Syariah Tbk)
NOTES TO THE FINANCIAL STATEMENTS
As of December 31, 2021 and
for the Year Then Ended
(Expressed in Million of Rupiah,
unless otherwise stated)

1. INFORMASI UMUM (lanjutan)

a. Pendirian Bank dan Informasi Umum (lanjutan)

Pada tanggal 19 Desember 2013, Bank menyelenggarakan Rapat Umum Pemegang Saham Luar Biasa yang menyetujui untuk mengubah pasal 25 Anggaran Dasar Perseroan sehubungan perubahan ketentuan Dewan Pengawas Syariah. Keputusan ini didokumentasikan dalam Akta Notaris Aliya Sriwendayani Azhar, S.H., M.H., M.Kn. No. 54 tanggal 19 Desember 2013, perubahan tersebut telah diterima oleh Menteri Hukum dan Hak Asasi Manusia Republik Indonesia dalam surat keputusannya No. AHU-AH.01.10-06466 tanggal 25 Februari 2014.

Bank kembali berganti nama menjadi "PT Bank Net Indonesia Syariah" berdasarkan Akta Pernyataan Keputusan Pemegang Saham yang diambil diluar Rapat Bank No. 5 tanggal 3 Juli 2019, dibuat di hadapan Aliya S. Azhar, S.H., M.H., M.Kn., Notaris di Jakarta, yang sudah mendapat Persetujuan Perubahan Anggaran Dasar dari Kementerian Hukum dan Hak Asasi Manusia Republik Indonesia No. AHU-0035488.AH.01.02.Tahun 2019 tanggal 8 Juli 2019, dan telah didaftarkan dalam Daftar Perseroan yang diselenggarakan oleh Kementerian Hukum dan Hak Asasi Manusia Republik Indonesia No. AHU-0105852.AH. 01.11.Tahun 2019 tanggal 8 Juli 2019, serta telah diumumkan dalam Berita Negara Republik Indonesia No. 46 tanggal 9 Juni 2020, Tambahan Berita Negara Republik Indonesia No. 20460 Tahun 2020. Perubahan tersebut sudah mendapat persetujuan dari Otoritas Jasa Keuangan ("OJK") melalui Surat Pergantian nama, dimana pergantian nama menjadi efektif setelah OJK menerbitkan keputusan No. 113/PB.1/2019 tanggal 20 Desember 2019 tentang penetapan penggunaan izin usaha atas nama PT Bank Maybank Syariah Indonesia menjadi PT Bank Net Indonesia Syariah.

Berdasarkan Akta pernyataan keputusan sirkuler para pemegang saham Bank No. 37 tanggal 30 April 2020 yang dibuat di hadapan Notaris Eliwaty Tjitra, S.H., pemegang saham memutuskan untuk melakukan perubahan beberapa pasal dalam Anggaran Dasar Bank. Perubahan tersebut telah mendapat persetujuan dari Menteri Hukum dan Hak Asasi Manusia Republik Indonesia dalam surat keputusannya No. AHU 0035208.AH.01.02. Tahun 2020 tanggal 12 Mei 2020.

1. GENERAL INFORMATION (continued)

a. The Bank's Establishment and General Information (continued)

On December 19, 2013, the Bank held an Extraordinary General Meeting of Shareholders which agreed to amend Article 25 of the Articles of Association in connection with changes to the provisions of the Sharia Supervisory Board. This decision is documented in the Notary Deed of Aliya Sriwendayani Azhar, S.H., M.H., M.Kn. No. 54 dated December 19, 2013, these changes have been accepted by the Minister of Law and Human Rights of the Republic of Indonesia in his Decree No. AHU-AH.01.10-06466 dated February 25, 2014.

The Bank changed its name again to "PT Bank Net Indonesia Syariah" based on the Deed of Shareholders' Decision Statement taken outside the Banks Meeting No. 5 dated July 3, 2019 of Aliya S. Azhar, S.H., M.H., M.Kn., Notary in Jakarta, the said amendment to the Articles of Association has been approved by the Minister of Law and Human Rights of the Republic of Indonesia No. AHU-0035488.AH. 01.02.Tahun 2019 dated July 8, 2019, registered in the Company Registry of the Ministry of Law and Human Rights of the Republic of Indonesia No. AHU-0105852.AH.01.11.Tahun 2019 dated July 8, 2019 and announced in the State Gazette of the Republic of Indonesia No. 46 dated June 9, 2020, Supplement to the State Gazette of the Republic of Indonesia No. 20460 Year 2020. The change was approved by the Financial Services Authority ("OJK") through a name change letter which became effective after OJK issued Decree No. 113/PB.1/2019 dated December 20, 2019 stipulating the change in the use of business license from PT Bank Maybank Syariah Indonesia to PT Bank Net Indonesia Syariah.

Based on the Deed of Circular Decision of the Bank's Shareholders No. 37 dated April 30, 2020 of Notary Eliwaty Tjitra, S.H., the shareholders decided to amend several articles in the Bank's Articles of Association. These changes have been approved by the Minister of Law and Human Rights of the Republic of Indonesia in his decree No. AHU-0035208.AH.01.02.Tahun 2020 dated May 12, 2020.

1. INFORMASI UMUM (lanjutan)

a. Pendirian Bank dan Informasi Umum (lanjutan)

Berdasarkan Akta Nomor 17 tanggal 3 Juli 2020 dibuat dihadapan Yulia, S.H., Notaris di Jakarta, para pemegang saham menegaskan nilai modal disetor dan modal ditempatkan Bank seluruhnya adalah sebesar Rp819.307.250.566,5 (jumlah penuh), menyetujui untuk meningkatkan modal dasar Bank dari semula Rp819.307.250.566,5 (jumlah penuh) menjadi Rp2.500.000.000.000 (jumlah penuh) dan modal ditempatkan/disetor Bank dari Rp819.307.250.566,5 (jumlah penuh) menjadi Rp819.307.256.000 (jumlah penuh) sehingga terjadi peningkatan modal ditempatkan/disetor Perseroan sebesar Rp5.433,5 (jumlah penuh) yang diambil oleh PT Berkah Anugerah Abadi dan PT NTI Global Indonesia masing-masing sebesar Rp4.751,5 (jumlah penuh) dan Rp682 (jumlah penuh). Para pemegang saham juga menyetujui perubahan nilai nominal saham dari Rp866.928,50 (jumlah penuh) menjadi Rp200 (jumlah penuh). Perubahan tersebut telah disetujui oleh Menteri Hukum dan Hak Asasi Manusia Republik Indonesia dalam surat keputusan No. AHU-0045699.AH.01.02.Tahun 2020 tanggal 6 Juli 2020 serta telah diterima dan dicatat di dalam Sistem Administrasi Badan Hukum Kementerian Hukum dan Hak Asasi Manusia Republik Indonesia dalam Surat Keputusan No. AHU-AH.01.03-0276124 tanggal 6 Juli 2020.

Berdasarkan Akta Nomor 26 tanggal 6 Juli 2020, dibuat di hadapan Notaris Yulia, S.H., Notaris di Jakarta, pemegang saham menyetujui rencana Bank untuk melakukan Penawaran Umum perdana saham-saham Bank kepada masyarakat dalam jumlah sebanyak-banyaknya 2.500.000.000 saham dengan nilai nominal masing-masing saham sebesar Rp200 (jumlah penuh) dan mencatatkan saham-saham Bank tersebut pada Bursa Efek Indonesia, serta mengubah status Bank dari Perseroan Tertutup menjadi Perseroan Terbuka, memberikan kuasa pada Direksi dan Dewan komisaris sehubungan dengan Penawaran Umum saham, mengubah maksud dan tujuan serta kegiatan usaha Bank, dan menyetujui untuk mengubah dan menyusun kembali seluruh Anggaran Dasar Bank sehubungan dengan perubahan status Bank menjadi perseroan terbatas terbuka/ publik.

1. GENERAL INFORMATION (continued)

a. The Bank's Establishment and General Information (continued)

Based on the Deed No. 17 dated July 3, 2020 made up in front of Yulia, S.H., Notary in Jakarta, the shareholders confirmed that the total paid-up and issued capital of the Bank's was Rp819,307,250,566.5 (full amount), agreeing to increase the Bank's authorized capital from from Rp819,307,250,566.5 (full amount) to Rp2,500,000,000,000 (full amount) and the Bank's issued/paid-up capital from Rp819,307,250,566.5 (full amount) to Rp819,307,256,000 (full amount) resulting in an increase in the Bank's issued/paid-up capital of Rp5,433.5 (full amount) taken by PT Berkah Anugerah Abadi and PT NTI Global Indonesia amounting to Rp4,751.5 (full amount) and Rp682 (full amount), respectively. The shareholders also approved the change in the nominal value of the shares from Rp866,928.50 (full amount) to Rp200 (full amount). These changes have been approved by the Minister of Law and Human Rights of the Republic of Indonesia in Decree No. AHU-0045699.AH.01.02.Tahun 2020 dated July 6, 2020 and has been received and recorded in the Legal Entity Administration System of the Ministry of Law and Human Rights of the Republic of Indonesia in decree No. AHU-AH.01.03-0276124 dated July 6, 2020.

Based on Deed No. 26 dated July 6, 2020 of Notary Yulia, S.H., Notary in Jakarta, the shareholders agreed on the following: the plan to issue new shares through Initial Public Offering to a maximum number of 2,500,000,000 shares with a nominal value of Rp200 (full amount) per share and list the Bank's shares on the Indonesia Stock Exchange; change the status of the Bank from a private company to a public company; authorize the Board of Directors and the Board of Commissioners in connection with the Public Offering of the shares; change the purpose and objective, as well as the business activities of the Bank; and amend and adjust the Bank's Articles of Association in connection with the change of the Bank's status to a public company.

1. INFORMASI UMUM (lanjutan)

a. Pendirian Bank dan Informasi Umum (lanjutan)

Perubahan tersebut telah disampaikan kepada Menteri Hukum dan Hak Asasi Manusia Republik Indonesia dengan surat No. AHU-0107659.AH.01.11.Tahun 2020 tanggal 7 Juli 2020, serta telah memperoleh persetujuan dari Menteri Hukum dan Hak Asasi Manusia Republik Indonesia dengan Surat Keputusan No. AHU-0046009.AH.01.02.Tahun 2020 tanggal 7 Juli 2020.

Berdasakan Akta Nomor 53 tanggal 14 Juli 2020 dibuat di hadapan Notaris Yulia, S.H., Notaris di Jakarta, para pemegang saham menyetujui untuk melakukan perubahan nilai nominal saham dari semula sebesar Rp200 (jumlah penuh) per saham menjadi sebesar Rp100 (jumlah penuh) per saham, menyetujui perubahan rencana Bank untuk Penawaran Umum perdana saham Bank dari sebanyak-banyaknya 2.500.000.000 saham menjadi sampai dengan sebanyak-banyaknya 5.000.000.000 saham, serta menyetujui rencana Bank menerbitkan waran atas nama Bank sebanyak-banyaknya 2.800.000.000 waran. Perubahan tersebut telah diterima dan dicatat di dalam Sistem Administrasi Badan Hukum Kementerian Hukum dan Hak Asasi Manusia Republik Indonesia dalam Surat Keputusan No. AHU-AH.01.03-0288622 tanggal 14 Juli 2020.

Berdasarkan Akta Nomor 113 tanggal 24 September 2020 dibuat di hadapan Yulia, S.H., Notaris di Jakarta, para pemegang saham menyetujui perubahan status Bank yang semula Perseroan Terbatas Terbuka/Publik menjadi Perseroan Tertutup/Non Fasilitas Umum. Perubahan ini telah memperoleh persetujuan dari Menteri Hukum dan Hak Asasi Manusia Republik Indonesia dengan Surat Keputusan No. AHU-0066400.AH.01.02.Tahun 2020 tanggal 25 September 2020.

1. GENERAL INFORMATION (continued)

a. The Bank's Establishment and General Information (continued)

These changes have been submitted to the Minister of Law and Human Rights of the Republic of Indonesia in letter No. AHU-0107659.AH.01.11.Tahun 2020 dated July 7, 2020, and was approved by the Minister of Law and Human Rights of the Republic of Indonesia with Decision Letter No. AHU-0046009. AH.01.02.Tahun 2020 dated July 7, 2020.

Based on Deed No. 53 dated July 14, 2020 of Notary Yulia, S.H., Notary in Jakarta, the shareholders agreed on the following among others: change the nominal value of the shares from Rp200 (full amount) per share to Rp100 (full amount) per share; change the number of shares for the Initial Public Offering from a maximum number of 2,500,000,000 shares to a maximum number of 5,000,000,000 shares; and Bank's plan to issue warrants to a maximum number of 2,800,000,000 warrants. These changes have been accepted and recorded in the Legal Entity Administration System of the Ministry of Law and Human Rights of the Republic of Indonesia in Decree No. AHU-AH.01.03-0288622 dated July 14, 2020.

Based on Deed No. 113 dated September 24, 2020 Yulia, S.H., Notary in Jakarta, the shareholders has approved the change of the status of the Bank from a Public Company to a Private/Non-Public Facility. This amendment was approved by the Minister of Law and Human Rights of the Republic of Indonesia with Decision Letter No. AHU-0066400.AH.01. 02.Tahun 2020 dated September 25, 2020.

1. INFORMASI UMUM (lanjutan)

a. Pendirian Bank dan Informasi Umum (lanjutan)

Berdasarkan Akta Nomor 1 tanggal 2 November 2020 yang dibuat di hadapan Yulia, S.H., Notaris di Jakarta, pemegang saham menyetujui beberapa hal, antara lain; rencana Bank untuk menerbitkan saham baru melalui penawaran umum perdana sebanyak-banyaknya 5.000.000.000 saham dengan nilai nominal Rp100 (jumlah penuh) per saham, mencatatkan saham-saham Bank tersebut pada Bursa Efek Indonesia, serta mengubah status Bank dari Perseroan Tertutup menjadi Perseroan Terbuka, menyetujui rencana Bank menerbitkan waran atas nama Bank sebanyak-banyaknya 2.800.000.000 waran sesuai dengan syarat dan ketentuan sehubungan dengan dan pelaksanaan penerbitan waran, memberikan kuasa pada Direksi dan Dewan komisaris sehubungan dengan Penawaran Umum saham, mengubah maksud dan tujuan serta kegiatan usaha Bank, dan menyetujui untuk mengubah dan menyusun kembali seluruh Anggaran Dasar Bank sehubungan dengan perubahan status Bank menjadi perseroan terbatas terbuka/publik.

Perubahan tersebut disampaikan kepada Menteri Hukum dan Hak Asasi Manusia Republik Indonesia serta memperoleh persetujuan dari Menteri Hukum dan Hak Asasi Manusia Republik Indonesia dengan Surat Keputusan No. AHU-0074002.AH.01.02.Tahun 2020 tanggal 3 November 2020, serta diterima dan dicatat di dalam Sistem Administrasi Badan Hukum Kementerian Hukum dan Hak Asasi Manusia Republik Indonesia dalam Surat Keputusan No. AHU-AH.01.03-0403667 tanggal 3 November 2020. Perubahan tersebut juga telah didaftarkan dalam Daftar Perseroan yang diselenggarakan oleh Kementerian Hukum dan Hak Asasi Manusia Republik Indonesia dalam Surat No. AHU00183733.AH. 01.11.Tahun 2020 tanggal 3 November 2020.

1. GENERAL INFORMATION (continued)

a. The Bank's Establishment and General Information (continued)

Based on Deed No. 1 dated November 2, 2020 of Notary Yulia, S.H., Notary in Jakarta, the shareholders agreed on the following among others: the Bank's plan to issue new shares through Initial Public Offering at maximum number of 5,000,000,000 shares with nominal value of Rp100 (full amount) per share, list the Bank's shares on Indonesia Stock Exchange, and change the status of Bank from a private company to a public company. Bank's plan to issue warrants on behalf of the Bank to a maximum number of 2,800,000,000 warrants in accordance with the terms and conditions relating to the issuance of the warrants; authorize the Boards of Directors and Commissioners in connection with the Public Offering of the shares; change the purpose and objective, as well as the business activities of the Bank; and amend and adjust the Bank's Articles of Association in accordance with the change of the Bank's status to a public company.

These changes have been submitted and approved by the Minister of Law and Human Rights of the Republic of Indonesia on Decree No. AHU-0074002.AH.01.02.Tahun 2020 dated November 3, 2020; and has been received and recorded in the Legal Entity Administration System of the Ministry of Law and Human Rights of the Republic of Indonesia in Decision Letter No. AHU-AH.01.03-0403667 dated November 3, 2020. It has also been registered in the Company Register of the Ministry of Law and Human Rights of the Republic of Indonesia in Letter No. AHU00183733.AH.01.11.Tahun 2020 dated November 3, 2020.

1. INFORMASI UMUM (lanjutan)

a. Pendirian Bank dan Informasi Umum (lanjutan)

Penawaran Umum Saham Perdana di Bursa Efek Indonesia

Pada tanggal 22 Januari 2021, Bank memperoleh pernyataan efektif dari Otoritas Jasa Keuangan (OJK) dengan suratnya No. S-8/D.04/2021 untuk melakukan penawaran umum perdana 5.000.000.000 saham Bank dengan nilai nominal Rp100 (nilai penuh) per saham kepada masyarakat dengan harga penawaran sebesar Rp103 (nilai penuh) per saham dan disertai dengan 2.800.000.000 Waran I yang melekat pada saham yang dikeluarkan dan diberikan secara cuma-cuma sebagai insentif bagi pemegang saham dengan harga pelaksanaan waran Rp110 yang mulai berlaku mulai tanggal 2 Agustus 2021 sampai dengan 30 Januari 2026. Pada tanggal 1 Februari 2021, saham tersebut telah dicatatkan pada Bursa Efek Indonesia.

Berdasarkan keputusan Rapat Umum Pemegang Saham Luar Biasa (RUPSLB) yang telah diaktakan dalam akta No. 11 dari Notaris Yulia S.H., Notaris di Jakarta, tanggal 7 April 2021, para pemegang saham memberikan persetujuan perubahan nama Bank dari PT Bank Net Indonesia Syariah Tbk menjadi PT Bank Aladin Syariah Tbk.

Perubahan tersebut telah disampaikan kepada Menteri Hukum dan Hak Asasi Manusia Republik Indonesia serta telah memperoleh persetujuan dari Menteri Hukum dan Hak Asasi Manusia Republik Indonesia dengan Surat Keputusan No. AHU-0021937.AH.01.02 Tahun 2021 tanggal 12 April 2021. Perubahan tersebut sudah mendapat persetujuan dari Otoritas Jasa Keuangan ("OJK") melalui Surat Pergantian nama, dimana pergantian nama menjadi efektif setelah OJK menerbitkan keputusan No. KEP-42/PB.1/2021 tanggal 3 Juni 2021 tentang penetapan penggunaan izin atas nama PT Bank Net Indonesia Syariah Tbk menjadi izin usaha atas nama PT Bank Aladin Syariah Tbk.

1. GENERAL INFORMATION (continued)

a. The Bank's Establishment and General Information (continued)

Initial Public Offering on Indonesia Stock Exchange

On January 22, 2021, the Bank obtained the notice of effectivity from Financial Services Authority (OJK) in its letter No. S-8/D.04/2021 for the public offering of 5,000,000,000 shares with par value of Rp100 (full amount) per share with offering price at Rp103 (full amount) per share and simultaneously issued 2,800,000,000 Warants I accompanying the new shares issued, which are to be granted free as an incentive for the shareholders at an exercise price of Rp110 which is effective starting from August 2, 2021 up to January 30, 2026. These shares were listed on the Indonesia Stock Exchange on February 1, 2021.

Based on the result of the Extraordinary Shareholders General Meeting (EGMS) which has been notarized in deed No. 11 from Notary Yulia S.H., Notary in Jakarta, dated April 7, 2021, the shareholders gave their approval to change the Bank's name from PT Bank Net Indonesia Syariah Tbk to PT Bank Aladin Syariah Tbk.

The change has been submitted and approved by the Minister of Law and Human Rights of the Republic of Indonesia on Decree No. AHU-0021937.AH.01.02 Tahun 2021 dated April 12, 2021. The change has been approved by the Financial Service Authority ("OJK") through a name change letter which became effective after OJK issued Decree No. KEP-42/PB.1/2021 dated June 3, 2021 stipulating the change in the use of business license from PT Bank Net Indonesia Syariah Tbk to PT Bank Aladin Syariah Tbk.

1. INFORMASI UMUM (lanjutan)

a. Pendirian Bank dan Informasi Umum (lanjutan)

Anggaran Dasar Bank telah mengalami beberapa kali perubahan, terakhir dengan Akta Pernyataan Pemegang Saham PT Bank Aladin Syariah Tbk No. 36 dari Jose Dima Satria, S.H., M.Kn., Notaris di Jakarta, tanggal 8 November 2021 mengenai perubahan modal saham ditempatkan dan disetor Bank. Perubahan tersebut telah diterima dan dicatat di dalam Sistem Administrasi Badan Hukum Kementerian Hukum dan Hak Asasi Manusia Republik Indonesia No. AHU-AH.01.03-0470683 tanggal 8 November 2021.

Pemegang saham pengendali Bank adalah PT Aladin Global Ventures (dahulu PT NTI Global Indonesia) dengan Pemegang saham akhir adalah John Dharma J. Kusuma.

Sesuai dengan Pasal 3 Anggaran Dasar Bank, ruang lingkup kegiatan Bank adalah melakukan usaha di bidang Bank Umum Syariah Devisa dengan kegiatan usaha utama melaksanakan kegiatan perbankan yang menjalankan usahanya dengan prinsip Syariah.

Kegiatan usaha Bank yang dijalankan saat ini adalah melakukan aktivitas pembelian surat berharga berdasarkan prinsip syariah dimana hal tersebut telah sesuai dengan Anggaran Dasar Bank.

Kantor pusat Bank berlokasi di Millennium Centennial Center, Lantai 7, Jl. Jendral Sudirman Kav. 25, Jakarta Selatan.

b. Penyelesaian Laporan Keuangan

Manajemen Perusahaan bertanggung jawab atas penyusunan dan penyajian wajar laporan keuangan ini sesuai dengan Standar Akuntansi Keuangan di Indonesia, yang telah diselesaikan dan diotorisasi untuk diterbitkan oleh Direksi Bank pada tanggalDewan Direksi Bank bertanggung jawab atas penyusunan laporan keuangan yang telah diselesaikan dan disetujui untuk diterbitkan pada tanggal 18 Maret 2022.

1. GENERAL INFORMATION (continued)

a. The Bank's Establishment and General Information (continued)

The Bank's Articles of Association have been amended most recently by Deed of Shareholders Statement No. 36 of Jose Dima Satria, S.H., M.Kn., Notary in Jakarta, dated November 8, 2021 concerning the changes of the Bank's issued and fully paid share capital These changes have been accepted and recorded in the Legal Entity Administration System of the Ministry of Law and Human Rights of the Republic of Indonesia No. AHU-AH.01.03-0470683 dated November 8, 2021.

The controlling shareholder of the Bank is PT Aladin Global Ventures (previously PT NTI Global Indonesia) with the ultimate shareholder is John Dharma J. Kusuma.

According to Article 3 of the Bank's Articles of Association, the Bank's scope of activities is to engage in Foreign Exchange Sharia Commercial Banking with the main business activities carrying out banking activities that run their business according to Sharia principles.

Current Bank's business activity is purchasing securities with sharia principle, which is aligned with the Bank's Articles of Association.

The Bank's head office is located at 7th Floor Millennium Centennial Center, Jl. Jendral Sudirman Kav. 25, South Jakarta.

b. Completion of the Financial Statements

The Company's management is responsible for the preparation and fair presentation of these financial statements in accordance with Indonesian Financial Accounting Standards, which were completed and authorized for issuance by the Board of Directors of the Bank on The Board of Directors of the Bank is responsible for the preparation of the financial statements, which has been completed and authorized for issuance on March 18, 2022.

1. INFORMASI UMUM (lanjutan)

c. Dewan Komisaris dan Direksi, Komite Audit, Dewan Pengawas Syariah, Sekretaris Perusahaan, Satuan Kerja Audit Internal dan Karyawan

Susunan Dewan Komisaris, Direksi, Komite Audit dan Dewan Pengawas Syariah Bank pada tanggal 31 Desember 2021 dan 2020 adalah sebagai berikut:

1. GENERAL INFORMATION (continued)

c. Boards of Commissioners and Directors, Audit Committee, Sharia Supervisory Board, Corporate Secretary, Internal Audit Unit and Employees

Compositions of the Boards of Commissioners and Directors, Audit Committee and Sharia Supervisory Board of the Bank as of December 31, 2021 and 2020 are as follows:

	31 Desember/ *December 31,* 2021	
Dewan Komisaris		***Board of Commissioners***
Presiden Komisaris (Independen)	Nurdiaz Alvin Pattisahusiwa *	*President Commissioner (Independent)*
Komisaris	Ationo Teguh Basuki	*Commissioner*
Komisaris Independen	Fransisca Ekawati	*Independent Commissioner*
Komisaris Independen	Rudy Hamdani*	*Independent Commissioner*
Direksi		***Board of Directors***
Direktur Utama	Dyota Mahottama Marsudi	*President Director*
Direktur Operasional	Basuki Hidayat	*Operational Director*
Direktur Bisnis	Mohammad Riza	*Business Director*
Direktur Teknologi Informasi	Budi Santoso Kusmiantoro *	*Information Technology Director*
Direktur Keuangan dan Strategi	Willy Hambali *	*Finance and Strategy Director*
Direktur *Digital Banking*	Firdila Sari	*Digital Banking Director*
Direktur Kepatuhan	Baiq Nadea Dzurriatin	*Compliance Director*

	31 Desember/ *December 31,* 2020	
Dewan Komisaris		***Board of Commissioners***
Presiden Komisaris	Ationo Teguh Basuki	*President Commissioner*
Komisaris Independen	Fransisca Ekawati	*Independent Commissioner*
Komisaris Independen	Hadi Sunaryo**	*Independent Commissioner*
Komisaris Independen	Jenmi Sintara **	*Independent Commissioner*
Dewan Direksi		***Board of Directors***
Direktur Operasional dan Teknologi Informasi	Harry Yohanes Karundeng**	*Director of Operations and Information Technology*
Direktur Operasional	Basuki Hidayat	*Operational Director*
Direktur Bisnis	Mohammad Riza	*Business Director*
Direktur Kepatuhan	Baiq Nadea Dzurriatin	*Compliance Director*

	31 Desember/ *December 31,* 2021	**31 Desember/ *December 31,* 2020**	
Komite Audit			***Audit Committee***
Ketua	Fransisca Ekawati	Fransisca Ekawati	*Chairman*
Anggota	Diana Jaffar	Hadi Sunaryo**	*Member*
Anggota	Andreas Danny Soesanto	Andreas Danny Soesanto	*Member*
Anggota	-	Reynold Batubara***	*Member*

1. INFORMASI UMUM (lanjutan)

c. Dewan Komisaris dan Direksi, Komite Audit, Dewan Pengawas Syariah, Sekretaris Perusahaan, Satuan Kerja Audit Internal dan Karyawan (lanjutan)

Susunan Dewan Komisaris, Direksi, Komite Audit dan Dewan Pengawas Syariah Bank pada tanggal 31 Desember 2021 dan 2020 adalah sebagai berikut: (lanjutan)

	31 Desember/ *December 31,* 2021	31 Desember/ *December 31,* 2020	
Dewan Pengawas Syariah			***Audit Committee***
Ketua	DR. H. M. Asrorun Ni'am Sholeh, M.A	DR. H. M. Asrorun Ni'am Sholeh, M.A.	*Chairman*
Anggota	Drs. H. Sholahudin Al Aiyub S.Ag, M.Si.	Drs. H. Sholahudin Al Aiyub S.Ag, M.Si.	*Member*

* Berlaku efektif setelah mendapatkan persetujuan dari Otoritas Jasa Keuangan ("OJK") atas penilaian kemampuan dan kepatutan (*fit and proper test*).

** Telah diberhentikan dengan hormat sesuai dengan Keputusan Rapat Umum Pemegang Saham No. 11 tanggal 7 April 2021.

*** Telah diberhentikan dengan hormat sesuai dengan Surat Keputusan Dewan Komisaris No. SK.001.BOC/07/2021 tanggal 5 Juli 2021.

Sebagaimana disyaratkan dalam POJK No. 35/2014, pada tanggal 29 April 2021, Bank telah mengangkat Mayang Ekaputri sebagai pejabat sementara (Pjs.) Sekretaris Perusahaan.

Berdasarkan Surat Keputusan No. 166/SK.DIR/ NET.2020 tertanggal 9 Juli 2020, Kepala Divisi Audit Internal Bank pada tanggal 31 Desember 2021 dan 2020 adalah Senof Gremaldy.

1. GENERAL INFORMATION (continued)

c. Boards of Commissioners and Directors, Audit Committee, Sharia Supervisory Board, Corporate Secretary, Internal Audit Unit and Employees (continued)

Compositions of the Boards of Commissioners and Directors, Audit Committee and Sharia Supervisory Board of the Bank as of December 31, 2021 and 2020 are as follows: (continued)

* *Will be effective after obtaining approval from OJK for fit and proper test.*

** *Has been honorably discharged in accordance with the deed of General Meeting of Shareholders No. 11 dated April 7, 2021.*

*** *Has been honorably discharged in accordance with the Board of Commissioners Decision Letter No. SK.001.BOC/07/2021 dated July 5, 2021.*

As required in POJK No. 35/2014, on April 29, 2021, the Bank has appointed Mayang Ekaputri as Corporate Secretary Ad Interim.

Based on Decree Number 166/SK.DIR/ NET.2020 dated July 9, 2020, the Head of the Bank's Internal Audit Division as of December 31, 2021 and 2020 is Senof Gremaldy.

1. INFORMASI UMUM (lanjutan)

c. Dewan Komisaris dan Direksi, Komite Audit, Dewan Pengawas Syariah, Sekretaris Perusahaan, Satuan Kerja Audit Internal dan Karyawan (lanjutan)

Gaji dan kompensasi lainnya yang dibayarkan kepada Direksi, Dewan Komisaris, Dewan Pengawas Syariah dan Manajemen Kunci pada tahun yang berakhir pada 31 Desember 2021 dan 2020 adalah sebagai berikut:

	31 Desember/ *December 31,* 2021	31 Desember/ *December 31,* 2020	
Direksi	8.445	3.834	*Board of Directors*
Dewan Komisaris	2.667	1.123	*Board of Commissioners*
Dewan Pengawas Syariah	632	360	*Sharia Supervisory Board*
Manajemen Kunci	19.722	5.866	*Key Management*

Personel manajemen kunci Bank terdiri dari Komisaris, Direksi, Pemimpin Grup dan Pemimpin Divisi.

Pada tanggal-tanggal 31 Desember 2021 dan 2020, Perusahaan mempekerjakan masing-masing 199 dan 42 karyawan tetap (tidak diaudit).

1. *GENERAL INFORMATION (continued)*

c. *Boards of Commissioners and Directors, Audit Committee, Sharia Supervisory Board, Corporate Secretary, Internal Audit Unit and Employees (continued)*

Salaries and other compensations paid to the Board of Directors and Commissioners, Sharia Supervisory Board and Key Management for the years ended December 31, 2021 and 2020 are as follows:

Bank's key management consist of Commissioners, Directors, Group Head and Division Head.

As of December 31, 2021 and 2020, the Company employs 199 and 42 permanent employees, respectively (unaudited).

2. IKHTISAR KEBIJAKAN AKUNTANSI SIGNIFIKAN

a. Dasar Penyusunan Laporan Keuangan

Laporan keuangan disusun dan disajikan sesuai dengan Pernyataan Standar Akuntansi Keuangan ("PSAK"), yaitu PSAK No. 101 (Revisi 2016), "Penyajian Laporan Keuangan Syariah", PSAK 102 (Revisi 2019), "Akuntansi Murabahah", PSAK No. 105, "Akuntansi Mudharabah", PSAK No. 106, "Akuntansi Musyarakah", PSAK No. 107 (Revisi 2016), "Akuntansi Ijarah", PSAK No. 110 (Revisi 2015), "Akuntansi Sukuk", PSAK No. 111, "Akuntansi Wa'd", Pedoman Akuntansi Perbankan Syariah Indonesia (PAPSI Revisi 2013), dan Peraturan Bapepam-LK No. VIII.G.7 Lampiran Keputusan Ketua Bapepam dan LK No. KEP-347/BL/2012 tanggal 25 Juni 2012 tentang "Pedoman Penyajian dan Pengungkapan Laporan Keuangan Emiten atau Perusahaan Publik".

2. *SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES*

a. *Basis of Preparation of the Financial Statements*

The financial statements have been prepared and presented in accordance with the Statement of Financial Accounting Standards ("PSAK"), namely PSAK No. 101 (Revised 2016), "Presentation of Sharia Financial Statements", PSAK No. 102 (Revised 2019), "Accounting for Murabahah", PSAK No. 105, "Accounting for Mudharabah", PSAK No. 106, "Accounting for Musyarakah", and PSAK No. 107 (Revised 2016), "Accounting for Ijarah", PSAK No. 110 (Revised 2015) "Accounting for Sukuk", PSAK No. 111 "Accounting for Wa,d", and Indonesia Sharia Banking Accounting Guidelines (PAPSI Revised 2013), and Bapepam Regulation-LK No. VIII.G.7 Attachment to Decree of the Chairman of Bapepam and LK No. KEP-347/BL/2012 dated June 25, 2012 concerning "Guidelines for the Presentation and Disclosure of Financial Statements for Issuers or Public Companies".

2. IKHTISAR KEBIJAKAN AKUNTANSI SIGNIFIKAN (lanjutan)

a. Dasar Penyusunan Laporan Keuangan (lanjutan)

Berdasarkan PSAK 101 (Revisi 2016), laporan keuangan bank syariah yang lengkap terdiri dari komponen-komponen sebagai berikut:

1) Laporan Posisi Keuangan;
2) Laporan Laba Rugi dan Penghasilan Komprehensif Lain;
3) Laporan Perubahan Ekuitas;
4) Laporan Arus Kas;
5) Laporan Rekonsiliasi Pendapatan dan Bagi Hasil;
6) Laporan Sumber dan Penyaluran Dana Zakat;
7) Laporan Sumber dan Penggunaan Dana Kebajikan; dan
8) Catatan atas Laporan Keuangan.

Laporan posisi keuangan, laporan laba rugi dan penghasilan komprehensif lain, laporan perubahan ekuitas, dan laporan arus kas merupakan laporan keuangan yang mencerminkan kegiatan komersial Bank sesuai dengan 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.

Laporan arus kas disusun dengan menggunakan metode langsung yang menyajikan penerimaan dan pengeluaran kas dan setara kas yang diklasifikasikan ke dalam aktivitas operasi, investasi, dan pendanaan. Untuk tujuan laporan arus kas, kas dan setara kas mencakup kas, giro pada Bank Indonesia dan giro pada bank lain, penempatan pada Bank Indonesia dan bank lain yang jatuh tempo dalam 3 (tiga) bulan sejak tanggal akuisisi.

Laporan rekonsiliasi pendapatan dan bagi hasil merupakan rekonsiliasi antara pendapatan Bank yang menggunakan dasar akrual (*accrual basis*) dengan pendapatan yang dibagihasilkan kepada pemilik dana yang menggunakan dasar kas (*cash basis*).

Laporan sumber dan penyaluran dana zakat dan laporan sumber dan penggunaan dana kebajikan merupakan laporan yang mencerminkan peran Bank sebagai pemegang amanah dana kegiatan sosial yang dikelola secara terpisah.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

a. Basis of Preparation of the Financial Statements (continued)

Based on PSAK No. 101 (Revised 2016), a complete sharia bank financial statements consist of the following components:

1) Statements of Financial Position;
2) Statements of Profit or Loss and Other Comprehensive Income;
3) Statements of Changes in Equity;
4) Statements of Cash Flows;
5) Statements of Reconciliation of Income and Profit Sharing;
6) Statements of Sources and Uses of Zakat Funds;
7) Statements of Source and Uses of Qardhul Hasan Funds; and
8) Notes to the Financial Statements.

The statement of financial position, statement of profit or loss and other comprehensive income, statement of changes in equity, and statement of cash flows are the financial statements reflecting the Bank's commercial activities in accordance with sharia principle.

The financial statements are presented on the historical cost basis, unless stated otherwise as described in the accounting policy for each account and prepared on accrual basis.

The statement of cash flows is prepared based on the direct method which presents receipt and withdrawal of cash and cash equivalents classified into operating, investing and financing activities. For the purpose of the statement of cash flows, cash and cash equivalents include cash, current accounts with Bank Indonesia and other banks, placements with Bank Indonesia and other banks maturing within 3 (three) months from the acquisition date.

The statement of reconciliation of income and revenue sharing represents reconciliation between Bank's income under accrual basis and income distributed to fund owners under cash basis.

The statements of sources and distribution of zakat and sources and uses of qardhul hasan funds are statements that represent the Bank's role as mandate holder of social activities funds which are separately managed.

2. IKHTISAR KEBIJAKAN AKUNTANSI SIGNIFIKAN (lanjutan)

a. Dasar Penyusunan Laporan Keuangan (lanjutan)

Laporan sumber dan penyaluran zakat merupakan laporan yang menunjukkan sumber dana, penyaluran dalam jangka waktu tertentu, serta saldo dana zakat yang belum disalurkan pada tanggal tertentu.

Laporan sumber dan penggunaan dana kebajikan merupakan laporan yang menunjukkan sumber dan penggunaan dana kebajikan selama jangka waktu tertentu, serta saldo dana kebajikan yang belum disalurkan pada tanggal tertentu.

Mata uang pelaporan yang digunakan dalam laporan keuangan adalah Rupiah yang merupakan mata uang fungsional Bank. Angka-angka yang disajikan dalam laporan keuangan, kecuali bila dinyatakan secara khusus, adalah dibulatkan dalam jutaan Rupiah.

b. Perubahan Kebijakan Akuntansi

Standar revisi yang telah diterbitkan dan yang telah berlaku efektif untuk tahun buku yang dimulai pada atau setelah 1 Januari 2021, yang dianggap relevan dengan laporan keuangan Bank diungkapkan di bawah ini. Perubahan kebijakan akuntansi Bank telah dibuat seperti yang disyaratkan, sesuai dengan ketentuan transisi dalam masing-masing standar dan interpretasi.

- Penyesuaian PSAK No. 110, "Akuntansi Sukuk" dan PSAK No. 111, "Akuntansi Wa'd"

  Penyesuaian ini memberikan klarifikasi saat pengakuan awal dari investasi sukuk yang bertujuan untuk menyelaraskan dan menjaga konsistensi pengaturan untuk perolehan investasi sukuk.

Bank telah menganalisa penerapan standar akuntansi tersebut di atas dan penerapan tersebut tidak memiliki pengaruh yang signifikan terhadap laporan keuangan.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

a. Basis of Preparation of the Financial Statements (continued)

The statement of sources and distribution of zakat represents a statement showing the sources and the distribution of zakat funds for a certain period and the balance of undistributed funds on a specific date.

The statement of sources and uses of qardhul hasan funds represents statement of the sources and uses of qardhul hasan funds during certain period of time and balance of undistributed qardhul hasan on a specific date.

The reporting currency used in the financial statements is Rupiah which is the Bank's functional currency. Unless otherwise stated, all figures presented in the financial statements are rounded in millions of Rupiah.

b. Changes in Accounting Policies

Revised standard that have been issued and have been effective for the financial year beginning on or after January 1, 2021, which are considered relevant to the Bank's financial statements are disclosed below. Changes to the Bank's accounting policies have been made as required, in accordance with the transitional provisions in the respective standards and interpretations.

- *Adustments to PSAK No. 110, "Accounting for Sukuk" and PSAK No. 111, "Accounting Wa'd"*

  This adjustment provides clarification at the time of initial recognition of the sukuk investment which aims to harmonize and maintain consistency of arrangement for the acquisition of the sukuk investments.

The Bank has assessed that the adoption of the above-mentioned accounting standards do not have significant impact to the financial statements.

2. IKHTISAR KEBIJAKAN AKUNTANSI SIGNIFIKAN (lanjutan)

c. Cadangan Kerugian Penurunan Nilai Aset Produktif dan Non-produktif serta Estimasi Kerugian Komitmen dan Kontinjensi

Aset produktif terdiri dari giro dan penempatan pada Bank Indonesia dalam Fasilitas Simpanan Bank Indonesia Syariah (FASBIS), giro pada bank lain, surat berharga, piutang murabahah dan komitmen dan kontinjensi yang memiliki risiko kredit seperti bank garansi, *letter of credit* yang tidak dapat dibatalkan, dan *standby letter of credit*.

Aset non-produktif adalah aset selain aset produktif yang memiliki potensi kerugian dan antara lain terdiri dari *suspense accounts*. *Suspense account* adalah akun yang tujuan pencatatannya belum teridentifikasi dalam akun yang seharusnya.

Sesuai dengan Peraturan Bank Indonesia (PBI), Bank mengklasifikasikan aset produktif ke dalam satu dari lima kategori dan 4 non-produktif ke dalam satu dari empat kategori. Aset produktif tidak bermasalah (*performing*) diklasifikasikan sebagai "Lancar" dan "Dalam Perhatian Khusus", sedangkan aset produktif bermasalah (*non-performing*) diklasifikasikan kedalam tiga kategori yaitu: "Kurang Lancar", "Diragukan" dan "Macet". Kategori untuk aset non-produktif terdiri dari "Lancar", "Kurang Lancar", "Diragukan" dan "Macet".

Penilaian kualitas aset bank umum berdasarkan prinsip syariah diatur dalam Peraturan Otoritas Jasa Keuangan (POJK) No. 16/POJK.03/2014 tanggal 18 November 2014 tentang Penilaian Kualitas Aktiva bagi Bank Umum Syariah dan Unit Usaha Syariah", POJK No. 12/POJK.3/2015 tertanggal 21 Agustus 2015, serta POJK No. 19/POJK.03/ 2018 tertanggal 20 September 2018.

Pedoman pembentukan cadangan kerugian penurunan nilai aset produktif berdasarkan peraturan Bank Indonesia tersebut adalah sebagai berikut:

a. Cadangan umum, sekurang-kurangnya sebesar 1% dari aset produktif yang digolongkan lancar, tidak termasuk surat berharga yang diterbitkan pemerintah berdasarkan prinsip syariah, serta bagian aset produktif yang dijamin dengan jaminan pemerintah dan agunan tunai berupa giro, tabungan, deposito, setoran jaminan, dan/atau emas yang diblokir dan disertai dengan surat kuasa pencairan.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

c. Allowance for Impaiment Losses on Earning Assets and Non-earning Assets and Estimated Losses on Commitment and Contingencies

Earning assets consist of current accounts and placement with Bank Indonesia in the form of Bank Indonesia Sharia Deposit Facilities (FASBIS), current accounts with other banks, marketable securities, murabahah receivables and commitments and contingencies with credit risk, such as bank guarantees, irrevocable letters of credit, and standby letters of credit.

Non-earning assets are the Bank's assets other than the earning assets, which have potential loss and among others consist of suspense accounts. Suspense account are accounts with recording purposes not yet identified in the appropriate account.

In accordance with Bank Indonesia Regulations (PBI), the Bank classifies earning assets into one of five categories and non-earning assets into one of four categories. Performing earning assets are categorized as "Current" and "Special Mention", while non-performing earning assets are categorized into three categories: "Substandard", "Doubtful" and "Loss". Non-Earning assets are divided into "Current", "Substandard", "Doubtful" and "Loss".

The assessment of asset quality of commercial banks under sharia principle is regulated by Financial Service Authority regulations (POJK) No. 16/POJK.03/2014 dated November 18, 2014 regarding "Assessment of the Quality of Assets of Sharia Commercial Bank and Sharia Business Unit", POJK No. 12/POJK.3/2015 dated August 21, 2015, and POJK No. 19/POJK.03/2018 dated September 20, 2018.

The guidelines in determining the allowance for impairment losses on earning assets based on the aforementioned Bank Indonesia regulation are as follows:

a. General reserve shall be at least 1% of total earning assets classified as current, excluding securities issued by the government based on sharia principles, as well as portion of the earning assets guaranteed by government guarantees and cash collaterals in the form of demand deposits, savings deposits, time deposits, guarantee deposits, and/or gold which are pledged and accompanied with the power of attorney for disbursement.

2. IKHTISAR KEBIJAKAN AKUNTANSI SIGNIFIKAN (lanjutan)

c. Cadangan Kerugian Penurunan Nilai Aset Produktif dan Non-produktif serta Estimasi Kerugian Komitmen dan Kontinjensi (lanjutan)

Pedoman pembentukan cadangan kerugian penurunan nilai aset produktif berdasarkan peraturan Bank Indonesia tersebut adalah sebagai berikut: (lanjutan)

b. Cadangan khusus, sekurang-kurangnya sebesar:
   1) 5% dari aset produktif yang digolongkan dalam Perhatian Khusus setelah dikurangi agunan;
   2) 15% dari aset produktif yang digolongkan Kurang Lancar setelah dikurangi agunan
   3) 50% dari aset produktif yang digolongkan Diragukan setelah dikurangi agunan; dan
   4) 100% dari aset produktif yang digolongkan Macet setelah dikurangi nilai agunan.

c. Kewajiban untuk membentuk cadangan kerugian penurunan nilai aset produktif tidak berlaku bagi aset produktif untuk transaksi sewa berdasarkan akad ijarah. Namun, Bank wajib membentuk penyusutan/amortisasi terhadap aset ijarah.

Khusus untuk surat berharga kualitasnya ditetapkan menjadi 3 (tiga) golongan yaitu lancar, kurang lancar, dan macet. Sedangkan untuk penyertaan modal kualitasnya ditetapkan menjadi 4 (empat) golongan yaitu lancar, kurang lancar, diragukan dan macet.

Cadangan kerugian penurunan nilai liabilitas komitmen dan kontinjensi dicatat pada akun "Estimasi Kerugian Komitmen dan Kontinjensi".

Apabila pihak manajemen berpendapat bahwa aset produktif tersebut sudah tidak dapat ditagih kembali maka aset tersebut harus dihapusbukukan dengan cara saldo aset produktif dikurangkan dari masing-masing cadangan kerugian penurunan nilai. Penerimaan kembali aset produktif yang telah dihapusbukukan dicatat sebagai penambahan cadangan penghapusan aset produktif selama periode berjalan.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

c. Allowance for Impaiment Losses on Earning Assets and Non-earning Assets and Estimated Losses on Commitment and Contingencies (continued)

The guidelines in determining the allowance for impairment losses on earning assets based on the aforementioned Bank Indonesia regulation are as follows: (continued)

b. Special reserve, shall be at least:
   1) 5% of earning assets classified as Special Mention after deducting collateral value;
   2) 15% of earning assets classified as Substandard after deducting collateral value;
   3) 50% of earning assets classified as Doubtful after deducting collateral value; and
   4) 100% of earning assets classified as Loss after deducting collateral value.

c. The requirement to establish allowance for impairment losses is not applicable for earning assets under leasing transactions with ijarah principle. However, the Bank is required to establish depreciation/ amortization for the assets of ijarah.

For marketable securities, the quality rating is classified into 3 (three) categories: current, substandard, and loss. For equity investments, the quality rating is determined into 4 (four) categories: current, substandard, doubtful, and loss.

Allowance for impairment losses on commitments and contingencies is recorded under "Estimated Losses on Commitments and Contingencies" account.

If the management believes that certain earning assets are not recoverable then those assets should be written-off by deducting the balance of earning assets from their respective allowances. Recovery of earning assets which are previously written-off is recorded as an addition to allowance for possible losses on earning assets during the year of recovery.

2. IKHTISAR KEBIJAKAN AKUNTANSI SIGNIFIKAN (lanjutan)

c. Cadangan Kerugian Penurunan Nilai Aset Produktif dan Non-produktif serta Estimasi Kerugian Komitmen dan Kontinjensi (lanjutan)

Di samping prosedur yang telah dijelaskan dalam Catatan 2c, Bank juga melakukan penilaian penurunan nilai instrumen keuangan sebagaimana dijelaskan pada Catatan 2d.

d. Penurunan Nilai Instrumen Keuangan

Sesuai dengan PSAK No. 102 (Revisi 2019), "Akuntansi Murabahah" dan PAPSI 2013, Bank juga mengevaluasi apakah terdapat bukti objektif bahwa aset keuangan atau kelompok aset keuangan mengalami penurunan nilai pada setiap tanggal laporan posisi keuangan. Aset keuangan atau kelompok aset keuangan diturunkan nilainya dan kerugian penurunan nilai telah terjadi jika, dan hanya jika, terdapat bukti objektif mengenai penurunan nilai tersebut sebagai akibat dari satu atau lebih peristiwa yang terjadi setelah pengakuan awal aset tersebut (peristiwa yang merugikan), yang berdampak pada estimasi arus kas masa depan atas aset keuangan atau kelompok aset keuangan yang dapat diestimasi secara andal.

Bukti objektif penurunan nilai meliputi indikasi kesulitan keuangan signifikan yang dialami penerbit atau debitur, wanprestasi atau tunggakan pembayaran pokok atau marjin pembiayaan restrukturisasi dengan persyaratan yang tidak mungkin diberikan jika debitur tidak mengalami kesulitan keuangan, kemungkinan bahwa debitur akan dinyatakan pailit atau melakukan reorganisasi keuangan lainnya, dan data yang dapat diobservasi mengindikasikan adanya penurunan yang dapat diukur atas estimasi arus kas masa datang, terkait dengan kelompok aset keuangan seperti memburuknya status pembayaran debitur atau penerbit dalam kelompok tersebut atau kondisi ekonomi yang berkorelasi dengan wanprestasi atas aset dalam kelompok tersebut.

Nilai tercatat aset keuangan diturunkan melalui akun penyisihan dan jumlah kerugian yang terjadi diakui pada laporan laba rugi dan penghasilan komprehensif lain.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

c. Allowance for Impaiment Losses on Earning Assets and Non-earning Assets and Estimated Losses on Commitment and Contingencies (continued)

In addition to the procedure disclosed in Note 2c, the Bank also performs impairment assessment of financial instruments as disclosed further in Note 2d.

d. Impairment of Financial Instruments

In accordance with PSAK No. 102 (Revised 2019), "Accounting for Murabahah" and PAPSI 2013, the Bank assesses whether there is any objective evidence that a financial assets or a group of financial assets is impaired at each statement of financial position date. A financial assets or a group of financial assets is deemed to be impaired and the value is reduced if, and only if, there is objective evidence of impairment as a result of one or more events that has occurred after the initial recognition of the assets (an incurred 'loss event') which has an impact on the estimated future cash flows of the financial asset or the group of financial assets that can be reliably estimated.

Objective evidence of impairment may include indications that the debtors or issuers are experiencing significant financial difficulty, default or delinquency in principal or margin payments, financing restructuring with terms that may not be applied if the debtor is not experiencing financial difficulty, the probability that the debtor will enter bankruptcy or other financial reorganization, and observable data indicate that there is a measurable decrease in the estimated future cash flows relating to a group of assets such as adverse changes in the payment status of the debtor or issuer in the group or economic conditions that correlate with defaults in the asset in such group.

The carrying values of the assets is reduced through the use of an allowance account and the amount of the loss is recognized in the statement of profit or loss and other comprehensive income.

2. IKHTISAR KEBIJAKAN AKUNTANSI SIGNIFIKAN (lanjutan)

d. Penurunan Nilai Instrumen Keuangan (lanjutan)

Pendapatan marjin tetap diakui atas nilai tercatat yang telah diturunkan tersebut berdasarkan tingkat imbal hasil efektif awal yang digunakan untuk mendiskonto arus kas masa datang dari aset tersebut. Jika pada periode berikutnya, jumlah estimasi kerugian penurunan nilai meningkat atau menurun karena peristiwa yang terjadi setelah pengakuan kerugian penurunan nilai, maka kerugian penurunan nilai yang sudah diakui sebelumnya dinaikkan atau diturunkan dengan menyesuaikan akun penyisihan

Aset keuangan dan penyisihan yang terkait dihapuskan jika tidak ada peluang yang realistis untuk pengembalian masa datang dan semua agunan telah terealisasi atau sudah diambil alih oleh Bank

Penerimaan kembali aset keuangan yang telah dihapusbukukan dalam tahun berjalan dicatat sebagai pengurangan penyisihan kerugian tahun berjalan, sedangkan penerimaan kembali aset keuangan yang telah dihapusbukukan pada tahun sebelumnya dicatat sebagai pendapatan usaha lainnya.

Penyisihan kerugian penurunan nilai secara kolektif dihitung dengan menggunakan metode statistik dari data historis berupa *probability of default* pada masa lalu, waktu pengembalian, dan jumlah kerugian yang terjadi (*Loss Given Default*).

e. Transaksi dan Saldo dengan Pihak Berelasi

Dalam usahanya Bank melakukan transaksi dengan pihak-pihak berelasi. Dalam laporan keuangan ini, istilah pihak berelasi sesuai dengan PSAK No. 7, "Pengungkapan Pihak-pihak Berelasi".

Suatu pihak dianggap pihak berelasi dengan Bank jika:

a. Orang atau anggota keluarga dekatnya mempunyai relasi dengan entitas pelapor jika orang tersebut:
   (i) memiliki pengendalian atau pengendalian bersama atas entitas pelapor;
   (ii) memiliki pengaruh signifikan atas entitas pelapor; atau
   (iii) merupakan personil manajemen kunci entitas pelapor atau entitas induk dari entitas pelapor.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

d. Impairment of Financial Instruments (continued)

Margin income continues to be accrued on the reduced carrying amount and is accrued using efective rate of return used to discount the future cash flows for the purpose of measuring impairment loss. If, in subsequent period, the amount of the estimated impairment loss increases or decreases because of an event occurring after the impairment was recognized, the previously recognized impairment loss is increased or reduced by adjusting the allowance account.

Financial assets together with the associated allowance are written-off when there is no realistic prospect of future recovery and all collateral has been realized or has been transferred to the Bank.

Recovery of financial assets previously written-off in the current year is recorded as a reduction of allowance for impairment loss in the current year, while recovery of financial assets previously written-off in the previous year is recorded as other operating income.

In determining the allowance for impairment losses on impaired financial assets that was assessed collectively, the Bank uses statistical method of the historical data such as the probability of defaults, time of recoveries, the amount of loss incurred (Loss Given Default).

e. Transactions and Balances with Related Parties

In the normal course of business, the Bank enters into transactions with related parties. In these financial statements, the term related parties are defined under PSAK No. 7, "Related Parties Disclosures".

A party is considered as a related party of the Bank if:

a. a person or a close member of that person's family is related to a reporting entity if that person:
   (i) has control or joint control of the reporting entity;
   (ii) has significant influence over the reporting entity; or
   (iii) is a member of the key management personnel of the reporting entity or of a parent of the reporting entity.

2. IKHTISAR KEBIJAKAN AKUNTANSI SIGNIFIKAN (lanjutan)

e. Transaksi dan Saldo dengan Pihak-pihak Berelasi (lanjutan)

b. Suatu entitas berelasi dengan entitas pelapor jika memenuhi salah satu hal berikut:
   (i) entitas dan entitas pelapor adalah anggota dari kelompok usaha yang sama (artinya entitas induk, entitas anak, dan entitas anak berikutnya saling berelasi dengan entitas lainnya);
   (ii) atau ventura bersama dari entitas lain (atau entitas asosiasi atau ventura bersama yang merupakan anggota suatu kelompok usaha, yang mana entitas lain tersebut adalah anggotanya);
   (iii) kedua entitas tersebut adalah ventura bersama dari pihak ketiga yang sama;
   (iv) satu entitas adalah ventura bersama dari entitas ketiga dan entitas yang lain adalah entitas asosiasi dari entitas ketiga;
   (v) entitas tersebut adalah suatu program imbalan pascakerja untuk imbalan kerja dari salah satu entitas pelapor atau entitas yang terkait dengan entitas pelapor. Jika entitas pelapor adalah entitas yang menyelenggarakan program tersebut, maka entitas sponsor juga berelasi dengan entitas pelapor;
   (vi) entitas yang dikendalikan atau dikendalikan bersama oleh orang yang diidentifikasi dalam huruf (a);
   (vii) orang yang diidentifikasi dalam huruf (a)(i) memiliki pengaruh signifikan atas entitas atau merupakan personil manajemen kunci entitas (atau entitas induk dari entitas).

Transaksi dengan pihak-pihak berelasi dilakukan dengan persyaratan yang disetujui oleh kedua belah pihak, dimana persyaratan tersebut mungkin tidak sama dengan transaksi-transaksi dengan pihak ketiga.

Seluruh transaksi dan saldo yang material dengan pihak-pihak berelasi diungkapkan dalam catatan atas laporan keuangan yang relevan dan rinciannya telah disajikan dalam Catatan 26 atas laporan keuangan.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

e. Transactions and Balances with Related Parties (continued)

b. an entity is related to a reporting entity if any of the following conditions applies:
   (i) the entity and the reporting entity are members of the same group (which means that each parent, subsidiary and fellow subsidiary is related to the others);
   (ii) One entity is an associate or joint venture of the other entity (or an associate or joint venture of a member of a company of which the other entity is a member);
   (iii) Both entities are joint ventures of the same third party.
   (iv) one entity is a joint venture of a third entity and the other entity is an associate of the third entity.
   (v) The entity is a post-employment benefit plan for the benefit of employees of either the reporting entity or an entity related to the reporting entity. If the reporting entity is itself such a plan, the sponsoring employers are also related to the reporting entity;
   (vi) the entity is controlled or jointly controlled by a person identified in (a);
   (vii) a person identified in (a)(i) has significant influence over the entity or is a member of the key management personnel of the entity (or of a parent of the entity.

Transactions with related parties are conducted under terms agreed by both parties, whereby such terms may not be the same as other transactions undertaken by third parties.

All significant transactions and balances with related parties, are disclosed in the notes to the financial statement and the detail is presented in Note 26 of these financial statements.

2. IKHTISAR KEBIJAKAN AKUNTANSI SIGNIFIKAN (lanjutan)

f. Giro 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 umum konvensional tidak diakui sebagai pendapatan Bank dan digunakan untuk dana kebajikan (qardhul hasan). Penerimaan jasa giro tersebut sebelum disalurkan dicatat sebagai liabilitas Bank.

g. Giro dan Penempatan pada Bank Indonesia

Giro dan penempatan pada Bank Indonesia terdiri dari giro *wadiah* pada Bank Indonesia dan penempatan dana pada Bank Indonesia berupa FASBIS. Penempatan pada Bank Indonesia disajikan sebesar saldo penempatan.

h. 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), Sertifikat Bank Indonesia Syariah (SBIS) Sertifikat Investasi *Mudharabah* Antarbank (SIMA) dan Reksadana.

Investasi pada surat berharga sukuk diklasifikasikan berdasarkan model usaha yang ditentukan oleh Bank dan arus kas kontraktual pada saat pembelian surat berharga tersebut sesuai PSAK No. 110 (Revisi 2015), "Akuntansi Sukuk" sebagai berikut:

(i) Surat berharga diukur pada biaya perolehan disajikan sebesar biaya perolehan (termasuk biaya transaksi) yang disesuaikan dengan premi dan/atau diskonto yang belum diamortisasi. Premi dan diskonto diamortisasi selama periode hingga jatuh tempo.

(ii) Surat berharga diukur pada nilai wajar melalui laba rugi, yang dinyatakan sebesar nilai wajar. Keuntungan atau kerugian yang belum direalisasi akibat kenaikan atau penurunan nilai wajarnya disajikan dalam laporan laba rugi periode yang bersangkutan.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

f. Current Accounts with Other Banks

Current accounts with other banks are stated at their outstanding balance net of allowance for impairment losses. Bonuses received from commercial banks based on sharia principles are recognized as other operating income. Interest on current accounts placed with non-sharia banks are not recognized as the Bank's income but are recorded as part of the qardhul hasan funds. The interest from current accounts with non-sharia banks will be recorded as Bank's liabilities before being distributed.

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 FASBIS. Placements with Bank Indonesia are stated at their outstanding balances of placements.

h. Investment in Marketable Securities

Sharia marketable securities is a proof of investment under the sharia principles commonly traded in sharia money market and/or sharia stock exchange, such as sharia bonds (Sukuk), Bank Indonesia Sharia Certificate (SBIS), Certificate of Interbank Mudharabah Investment (SIMA) and Mutual Funds.

Investment in sukuk marketable securities are classified based on business model determined by the Bank and contractual cash flows at the date of purchase of the securities in accordance with PSAK No. 110 (Revised 2015), "Accounting for Sukuk" as follows:

(i) At cost securities are stated at cost (including transaction costs), adjusted by unamortised premium and/or discount where premium and discount are amortized over the period until maturity.

(ii) At fair value securities are stated at fair values through profit or loss where unrealized gains or losses from the increase or decrease in fair values are presented in current period profit or loss.

2. IKHTISAR KEBIJAKAN AKUNTANSI SIGNIFIKAN (lanjutan)

h. Investasi pada Surat Berharga (lanjutan)

(iii) Surat berharga yang diukur pada nilai wajar melalui penghasilan komprehensif lainnya. Surat berharga disajikan sebesar nilai wajar. Keuntungan atau kerugian yang belum direalisasi akibat kenaikan atau penurunan nilai wajarnya disajikan dalam penghasilan komprehensif lain. Premi dan diskonto diamortisasi selama periode hingga jatuh tempo.

Sukuk diklasifikasikan sebagai diukur pada biaya perolehan karena 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.

Investasi dalam unit reksadana syariah dinyatakan sebesar nilai pasar sesuai nilai aset bersih dari reksadana pada tanggal laporan posisi keuangan.

SIMA merupakan sertifikat yang diterbitkan oleh Bank Syariah atau Unit Usaha Syariah (UUS) yang digunakan sebagai sarana investasi jangka pendek di pasar uang antar bank berdasarkan prinsip syariah dengan akad *mudharabah*. SIMA disajikan sebesar biaya perolehan dikurangi dengan cadangan kerugian penurunan nilai penyisihan kerugian.

Cadangan kerugian diakui sesuai dengan pedoman dari OJK dan disajikan sebagai pengurang saldo investasi pada surat berharga.

i. Piutang Murabahah

Murabahah adalah jual beli barang dengan harga jual sebesar biaya perolehan ditambah keuntungan yang disepakati dan penjual harus mengungkapkan biaya perolehan tersebut kepada pembeli.

Piutang *murabahah* dinyatakan sebesar jumlah piutang setelah dikurangi dengan marjin yang ditangguhkan yang dapat direalisasikan dan cadangan kerugian penurunan nilai. Bank menetapkan cadangan kerugian penurunan nilai sesuai dengan kualitas piutang *murabahah* berdasarkan penelaahan atas masing-masing saldo piutang.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

h. Investment in Marketable Securities (continued)

(iii) At fair value through other comprehensive income securities are measured at fair value where unrealized gains or losses from the increase or decrease in fair values are presented in other comprehensive income. Premium and discount are amortized over the period until maturity.

Sukuk was classified as measured at amortized cost as 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.

Investment in sharia mutual funds are presented at market value based on net asset value of mutual funds on statement of financial position date.

SIMA is a certificate issued by Sharia Bank or Sharia Business Unit (UUS) which used as short-term investment in the interbank money market based on sharia principles with a mudharabah agreement. SIMA is presented at cost less allowance for impairment losses.

Allowance for possible losses are recognized in accordance with the guidelines of OJK and are stated as a deduction of investments in marketable securities.

i. Murabahah Receivables

Murabahah is the sale and purchase of goods in which the selling price is determined based on acquisition cost added with mutually agreed margin and the seller shall disclose the acquisition cost to the buyer.

Murabahah receivables are stated at the balance of the receivable less deferred margin and allowance for impairment losses. The Bank provides allowance for impairment losses based on the review of the quality of individual murabahah receivables balance.

2. IKHTISAR KEBIJAKAN AKUNTANSI SIGNIFIKAN (lanjutan)

j. Aset tetap dan aset hak guna

Aset tetap

Aset tetap disajikan sebesar harga perolehan dikurangi akumulasi penyusutan. Aset tetap disusutkan sejak bulan ketika aset tersebut digunakan dengan menggunakan metode garis lurus selama taksiran masa manfaat adalah sebagai berikut:

	Tahun/*Years*	
Renovasi bangunan yang disewa	5	*Leasehold improvements*
Peralatan kantor	5	*Office equipment*
Kendaraan	4	*Vehicles*
Komputer	5	*Computers*

Biaya perbaikan dan pemeliharaan dibebankan pada saat terjadinya, pemugaran dan peningkatan daya guna dalam jumlah signifikan dikapitalisasi. Pada saat aset tetap sudah tidak digunakan lagi atau dijual, nilai buku dan akumulasi penyusutan dari aset tetap tersebut dikeluarkan dari akun aset tetap dan keuntungan atau kerugian yang terjadi diakui dalam laporan laba rugi dan penghasilan komprehensif lain periode berjalan.

Nilai tercatat aset tetap dihentikan pengakuannya pada saat dilepaskan atau saat tidak ada manfaat ekonomis masa depan yang diharapkan dari penggunaan atau pelepasannya. Laba atau rugi yang timbul dari penghentian pengakuan aset (dihitung sebagai perbedaan antara jumlah neto hasil pelepasan dan jumlah tercatat dari aset) diakui dalam laporan laba rugi dan penghasilan komprehensif lain pada periode aset tersebut dihentikan pengakuannya.

Nilai yang dapat diperoleh kembali atas suatu aset diestimasikan ketika kejadian atau perubahan keadaan mengindikasikan bahwa nilai tercatat mungkin tidak sepenuhnya dapat diperoleh kembali. Penurunan nilai aset, jika ada, diakui sebagai kerugian pada laporan laba rugi dan penghasilan komprehensif lain periode berjalan.

Akumulasi biaya konstruksi aset tetap dikapitalisasi dan dicatat sebagai "Aset dalam Pembangunan". Biaya tersebut direklasifikasi ke akun aset tetap yang terkait pada saat proses konstruksi atau pemasangan telah selesai dan aset siap digunakan.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

j. Fixed assets and right of use assets

Fixed assets

Fixed assets are stated at cost less accumulated depreciation. Fixed assets are depreciated from the month of the usage of assets and depreciated using the straight-line method based on the estimated useful life of the assets as follows:

The cost of repair and maintenance are charged to operations as incurred, significant renewal and improvement are capitalized. When assets are retired or otherwise disposed, their cost and the related accumulated depreciation are removed from the accounts and any resulting gain or loss is recorded in current period statement of profit or loss and other comprehensive income.

The carrying value of property and equipment is derecognized upon disposal or when there are no future economic benefits expected from its use or disposal. Gains or losses arising from derecognition of the assets (calculated as the difference of the net proceeds from disposal and the carrying amount of the assets is recognized in the statements of profit or loss and other comprehensive income in the period the asset is derecognized.

The recoverable value of an assets is estimated when events or changes in circumstances indicate that the carrying value may not be fully recoverable. Assets impairment, if any, is recognized as a loss in the current period statement of profit or loss and other comprehensive income.

The accumulated costs of construction of fixed assets are capitalized and recognized as "Assets Under Construction". These costs are reclassified to the related fixed asset account when the construction or installation is completed and the asset is ready for its intended use.

2. IKHTISAR KEBIJAKAN AKUNTANSI SIGNIFIKAN (lanjutan)

j. Aset tetap dan aset hak guna (lanjutan)

Aset hak guna

Bank mengakui aset hak guna untuk sewa yang memenuhi kriteria PSAK No. 73, "Sewa" yaitu:

- Terdapat aset identifikasian;
- Bank secara substansial menikmati manfaat ekonomis dari penggunaan aset identifikasian;
- Bank memiliki hak untuk mengendalikan aset identifikasian dimaksud.

Pada tanggal insepsi atau pada saat penilaian kembali suatu kontrak yang mengandung suatu komponen sewa, Bank mengalokasikan imbalan dalam kontrak ke masing-masing komponen sewa berdasarkan harga tersendiri relatif dari komponen sewa. Pembayaran sewa yang termasuk dalam pengukuran liabilitas sewa meliputi:

i. pembayaran lunas dimuka
ii. pembayaran angsuran tetap
iii. pembayaran angsuran sewa secara variabel yang bergantung pada fluktuasi pembayaran sewa yang ditetapkan oleh *counterpart*

Berdasarkan PSAK No. 73, Bank mengakui aset hak guna dan liabilitas sewa. Aset hak guna awalnya diukur pada biaya perolehan, yang terdiri dari jumlah pengukuran awal dari liabilitas sewa disesuaikan dengan pembayaran sewa yang dilakukan pada atau sebelum tanggal permulaan, ditambah dengan biaya langsung awal yang dikeluarkan. Setelah tanggal permulaan, aset hak guna diukur pada biaya perolehan. Aset hak guna diukur sebesar harga perolehan dikurangi akumulasi depresiasi dan akumulasi penurunan nilai serta disesuaikan dengan pengukuran kembali liabilitas sewa. Liabilitas sewa diukur pada biaya perolehan diamortisasi menggunakan suku bunga efektif.

Bank menerapkan pengecualian atas sewa:

- Dengan jangka waktu kurang atau sama dengan 12 bulan dan tidak terdapat opsi beli;
- Dengan nilai pendasar rendah.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

j. Fixed assets and right of use assets (continued)

Right of use assets

The Bank recognizes the right of use for lease that meets the criteria of PSAK No. 73, "Leases":

- *There are identifiable assets;*
- *Banks substantially receives the economic benefits of using identifiable assets;*
- *The Bank has the right to control those identifiable asset*

At the inception date or at the time of revaluation of a contract containing a lease component, the Bank allocates the consideration in the contract to each component of the lease based on the relative separate prices of the lease component. Lease payments that are included in the measurement of lease liabilities include:

i. prepayments
ii. fixed installment payments
iii. variable lease installment payments based on fluctuations in lease payments determined by the counterpart

In accordance with PSAK No 73, the Bank recognizes the rights of use assets and lease liabilities. Rights of use assets are initially measured at cost, which consists of the initial measurement amount of the lease liabilities adjusted for lease payments made on or before the inception date, plus the initial direct costs incurred. After the commencement date, rights of use assets are measured using the cost basis. Rights of use assets are measured at cost less accumulated depreciation and accumulated impairment losses and adjusted for remeasurement of lease liabilities. Lease liabilities are measured at amortized cost using the effective interest rate.

Banks apply exceptions to the lease:

- *With a term less than or equal to 12 months and no purchase options;*
- *With low base value.*

2. IKHTISAR KEBIJAKAN AKUNTANSI SIGNIFIKAN (lanjutan)

j. Aset tetap dan aset hak guna (lanjutan)

Untuk sewa yang tidak memenuhi kriteria PSAK No. 73 maka diperlakukan sebagai sewa operasi biasa.

k. Aset tak berwujud

Perangkat lunak yang bukan merupakan bagian dari perangkat keras yang terkait dicatat sebagai aset tak berwujud dan dinyatakan sebesar nilai tercatat, yaitu sebesar harga perolehan dikurangi akumulasi amortisasi:

Biaya perolehan perangkat lunak terdiri dari seluruh pengeluaran yang dapat dikaitkan langsung dalam persiapan perangkat lunak tersebut sehingga siap digunakan sesuai dengan tujuannya.

Pengeluaran setelah perolehan perangkat lunak dapat dikapitalisasi sebagai perangkat lunak hanya jika pengeluaran tersebut menambah manfaat ekonomis masa depan dari perangkat terkait sehingga menjadi lebih besar dari standar kinerja yang diperkirakan semula. Pengeluaran yang tidak menambah manfaat ekonomis masa depan dari perangkat lunak diakui sebagai beban pada saat terjadinya.

Perangkat lunak diamortisasi dengan menggunakan metode garis lurus selama estimasi umur manfaatnya, yaitu 5 (lima) tahun.

Amortisasi perangkat lunak diakui dalam laporan laba rugi dan penghasilan komprehensif lain, sejak tanggal perangkat lunak tersebut tersedia untuk digunakan sampai berakhirnya masa manfaat dari perangkat lunak tersebut.

l. Aset Lain-lain

Terdiri dari aset yang tidak dapat digolongkan dalam pos-pos sebelumnya, termasuk di dalamnya biaya dibayar dimuka. Aset lain-lain dinyatakan sebesar nilai tercatat.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

j. Fixed assets and right of use assets (continued)

For rent that does not meet the criteria of PSAK No. 73 then it is treated as a regular operating lease.

k. Intangible assets

Computer software which is not an integral part of the related hardware is recorded as intangible assets and stated at carrying value, which is cost less accumulated amortization.

Cost of software consists of all expense directly attributable to the preparation of such software to be used for its intended purpose.

Subsequent expenditure on software is capitalized only when it increases the future economic benefits of the software so that it becomes higher than the standard performance originally expected. Expenditure with no addition of future economic benefits of the software is directly recognized as expense when incurred

Computer software is amortized by using straight-line method over the estimated useful life of the software, which is 5 (five) years.

Software amortization is recognized in the statements of profit or loss and other comprehensive income, since the date the software is available for use until the economic benefit of the software ends.

l. Other Assets

These represent assets that cannot be classified under the above accounts, including prepaid expenses. Other assets are stated at carrying value.

2. IKHTISAR KEBIJAKAN AKUNTANSI SIGNIFIKAN (lanjutan)

m. 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.

n. Simpanan dari Nasabah

Simpanan merupakan simpanan pihak lain dalam bentuk giro wadiah.

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.

o. Dana Syirkah Temporer

Dana syirkah temporer merupakan investasi dengan akad mudharabah mutlaqah, yaitu pemilik dana (shahibul maal) memberikan kebebasan kepada pengelola dana (mudharib/Bank) dalam pengelolaan investasinya dengan keuntungan dibagikan sesuai kesepakatan. Dana syirkah temporer terdiri dari giro mudharabah dan deposito mudharabah.

Giro mudharabah merupakan simpanan pihak lain yang dapat ditarik setiap saat dan mendapatkan imbalan bagi hasil dari pendapatan Bank atas penggunaan dana tersebut dengan nisbah yang ditetapkan dan disetujui sebelumnya. Giro mudharabah dicatat sebesar nilai simpanan nasabah.

Deposito *mudharabah* merupakan simpanan pihak lain yang hanya bisa ditarik pada waktu tertentu sesuai dengan perjanjian antara pemegang deposito *mudharabah* dengan Bank. Deposito *mudharabah* dinyatakan sebesar nilai nominal sesuai dengan perjanjian antara pemegang deposito *mudharabah* dengan Bank.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

m. Obligations Due Immediately

Obligations due immediately represent 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.

n. Deposits from Customers

Deposits represent other parties' deposits in the form of wadiah demand deposits.

Wadiah demand deposits are used as payment instruments and available for withdrawal at any time through cheque and demand deposit drafts, and receive bonuses according to the Bank policies. Wadiah demand deposits are stated at the amount entrusted by depositors

o. Deposits from Customers

Temporary syirkah funds represent investments from other parties on the basis of mudharabah mutlaqah in which the owners of the funds (shahibul maal) entrust the fund manager (mudharib/Bank) in managing their investments with a pre-agreed profit-sharing distribution. Temporary syirkah funds consist of mudharabah demand deposits and mudharabah time deposits

Mudharabah demand deposits represent third party funds that can be withdrawn at any time and receive predetermined and pre-agreed profit-sharing ratio (nisbah) from income derived by the Bank from the use of such funds. Mudharabah demand deposits are stated based on the customer's demand deposits 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 customer and the Bank. Mudharabah time deposits are stated at nominal amount as agreed by deposit holder and the Bank.

2. IKHTISAR KEBIJAKAN AKUNTANSI SIGNIFIKAN (lanjutan)

o. Dana Syirkah Temporer (lanjutan)

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 Bank 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 pendapatan.

p. Pendapatan Pengelolaan Dana oleh Bank sebagai Mudharib

Pendapatan pengelolaan dana oleh Bank sebagai *mudharib* terdiri dari pendapatan pembiayaan akad *murabahah* dan pendapatan usaha utama lainnya.

Pengakuan keuntungan transaksi *murabahah* dengan pembayaran tangguh atau secara angsuran dilakukan selama periode akad sesuai dengan tingkat risiko dan upaya untuk merealisasikan keuntungan tersebut. Metode yang diterapkan oleh Bank adalah metode efektif (anuitas) sesuai dengan jangka waktu akad.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

o. Deposits from Customers (continued)

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 Bank's management's negligence or misrepresentation. On the other hand, temporary syirkah funds also cannot be classified as equity, because of the existence of maturity period and the depositors do not have the same rights as the shareholder such as voting rights and the rights of realized gain from current assets and other non-investment accounts.

Temporary syirkah funds represent one of the financial position report, accounts which is in accordance with sharia principle which give right 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 borne loss based on proportion to the total funds. The profit distribution of temporary syirkah funds can be based on profit sharing or revenue sharing concept.

p. Income from Fund managed by the Bank as Mudharib

Income from fund managed by the Bank as mudharib consists of income from financing with murabahah and other main operating income.

Income recognition from murabahah transaction with deferred payment or installment is conducted over the period of the contract in line with the level of risk and effort to realize the income. The method implemented by the Bank is effective method (annuity) based on the term of the contract.

2. IKHTISAR KEBIJAKAN AKUNTANSI SIGNIFIKAN (lanjutan)

p. Pendapatan Pengelolaan Dana oleh Bank sebagai Mudharib (lanjutan)

Pendapatan *murabahah* yang termasuk margin ditangguhkan dan pendapatan administrasi, diakui dengan menggunakan metode yang setara dengan tingkat imbal hasil efektif, yaitu tingkat imbal hasil setara yang akan mendiskonto secara tepat estimasi pembayaran atau penerimaan kas pada masa datang sepanjang perkiraan umur instrumen keuangan tersebut atau, jika lebih tepat untuk masa yang lebih singkat untuk nilai tercatat neto dari aset keuangan atau liabilitas keuangan. Perhitungan dilakukan dengan memperhitungkan seluruh syarat dan ketentuan kontraktual dari instrumen keuangan termasuk biaya dan biaya tambahan yang timbul secara langsung untuk instrumen tersebut dan merupakan bagian tidak terpisahkan dari efektif marjin.

Bank menetapkan kebijakan tingkat risiko berdasarkan ketentuan internal. Bank melakukan penghentian amortisasi keuntungan ditangguhkan pada saat pembiayaan diklasifikasikan sebagai *non-performing*.

Setoran dari debitur dengan kualitas *non-performing* diperlakukan sebagai pengembalian harga perolehan atau pokok piutang/ pembiayaan. Kelebihan pembayaran diatas harga perolehan atau pokok piutang/ pembiayaan diakui sebagai pendapatan pada saat diterimanya.

q. Pendapatan Usaha Utama Lainnya

Pendapatan usaha utama lainnya terdiri dari pendapatan dari Sertifikat Bank Indonesia Syariah (SBIS), Fasilitas Simpanan Bank Indonesia Syariah, Sertifikat Investasi *Mudharabah* Antarbank (SIMA) dan giro pada bank lain. Pendapatan usaha utama lainnya diakui secara akrual *(accrual basis)*.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

p. Income from Fund managed by the Bank as Mudharib (continued)

Murabahah income which includes deferred margin and administrative income, are recorded using the effective rate of return method, which is the rate that exactly discounts estimated future cash payments or receipts through the expected life of the financial instrument or a shorter period, where appropriate, to the net carrying amount of the financial assets or financial liability. The calculation takes into account all contractual terms of the financial instrument and includes any fees or incremental costs that are directly attributable to the instrument and are an integral part of the effective financing rate.

The Bank prescribes the risk rating policies based on the internal regulations. The Bank discontinues the amortization of deferred income at the time its financing is classified as non-performing.

Repayment from debtors classified as non-performing is treated as repayment of acquisition cost or principal of receivable/ financing. Payment in excess of the acquisition cost or principal of receivable/financing will be recognized as income when it received.

q. Other Main Operating Income

Other main operating income consists of income derived from Bank Indonesia Sharia Certificates, Bank Indonesia Sharia Deposit Facility, Certificate of Interbank Mudharabah Investment (SIMA) and current account with other banks. Other main operating income is recognized on an accrual basis.

2. IKHTISAR KEBIJAKAN AKUNTANSI SIGNIFIKAN (lanjutan)

r. Hak Pihak Ketiga atas Bagi Hasil Dana *Syirkah* Temporer

Hak nasabah atas bagi hasil dana *syirkah* temporer merupakan bagian bagi laba milik nasabah yang didasarkan pada prinsip mudharabah *muthlaqah, mudharabah muqayyadah* dan *mudharabah musytarakah* atas hasil pengelolaan dana mereka oleh Bank. Pendapatan yang dibagikan adalah pendapatan yang telah diterima *(cash basis)*.

Pembagian laba dilakukan berdasarkan prinsip bagi laba, yaitu dihitung dari pendapatan Bank.

Jumlah pendapatan marjin dan bagi hasil atas pembiayaan dan aset produktif lainnya akan dibagikan kepada penyimpan dana dan Bank, dihitung secara proporsional sesuai dengan alokasi dana nasabah dan Bank yang dipakai dalam pembiayaan dan aset produktif lainnya. Selanjutnya, jumlah pendapatan marjin dan bagi hasil yang tersedia untuk nasabah tersebut dibagihasilkan pada nasabah penabung dan deposan sebagai *shahibul maal* dan Bank sebagai *mudharib* sesuai porsi *nisbah* bagi hasil yang telah disepakati sebelumnya. Pendapatan marjin dan bagi hasil dari pembiayaan dan aset produktif lainnya yang memakai dana Bank, seluruhnya menjadi milik Bank, termasuk pendapatan dari transaksi Bank berbasis imbalan.

s. Provisi dan Komisi

Provisi dan komisi yang berkaitan langsung dengan kegiatan pembiayaan dan/atau jangka waktu tertentu, ditangguhkan dan diamortisasi dengan menggunakan setara tingkat imbal hasil efektif sesuai dengan jangka waktunya. Provisi dan komisi sehubungan dengan penyelesaian pembiayaan sebelum jatuh tempo diakui sebagai pendapatan atau beban pada saat penyelesaian. Provisi dan komisi yang tidak berkaitan langsung dengan kegiatan pembiayaan dan/atau tidak untuk jangka waktu tertentu diakui pada saat terjadinya transaksi.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

r. Third Parties' Share on Returns of Temporary Syirkah Funds

Third parties' share on returns of temporary syirkah funds represents fund owners' share on the profit of the Bank derived from managing of such fund under mudharabah mutlaqah, mudharabah muqayyadah and mudharabah musytarakah principles. The profit sharing is determined on cash basis.

Distribution of profit is based on profit sharing principle which is calculated based on the Bank's revenue.

Margin income and profit sharing on financing facilities and other earning assets are distributed to fund owners and the Bank, based on the proportion of the fund used in the financing and other earning assets. Margin income and profit sharing income allocated to the fund owners are then distributed to fund owners as shahibul maal and the Bank as mudharib based on a predetermined ratio. Margin income and profit sharing from financing facilities and other earning assets using the Bank's funds, are entirely entitled to the Bank, including income from the Bank's fee-based transactions

s. Fees and Commissions

Fees and commissions directly related to the lending activities and/or which cover a specific period are deferred and amortized using effective rate of return over the respective periods. Fees and commissions related to financing settled prior to maturity is recognized as revenue or expense upon settlement. Fees and commissions, which are indirectly related to the financing activities and/or do not cover specific periods, are recognized upon execution of the transactions.

2. IKHTISAR KEBIJAKAN AKUNTANSI SIGNIFIKAN (lanjutan)

t. Dana Kebajikan

Denda/sanksi diberikan kepada nasabah yang mampu membayar, tetapi menunda-nunda pembayaran dengan disengaja dikenakan berupa denda sejumlah uang yang besarnya tidak ditentukan atas dasar kesepakatan dan tidak dibuat saat akad ditandatangani. Dana yang berasal dari denda/sanksi diperuntukkan untuk dana sosial/kebajikan.

u. Penjabaran Mata Uang Asing

Transaksi dalam mata uang asing dijabarkan ke mata uang Rupiah dengan menggunakan kurs pada tanggal-tanggal transaksi tersebut. Pada tanggal laporan posisi keuangan, aset dan liabilitas moneter dalam mata uang asing dijabarkan ke dalam mata uang Rupiah dengan menggunakan kurs *spot Reuters* pada pukul 16.00 Waktu Indonesia Barat (WIB) yang berlaku pada tanggal tersebut.

Keuntungan dan kerugian selisih kurs yang timbul dari transaksi dalam mata uang asing dan dari penjabaran aset dan liabilitas moneter dalam mata uang asing diakui pada laporan laba rugi dan penghasilan komprehensif lain.

Pada tanggal 31 Desember 2021 dan 2020, kurs yang digunakan adalah sebagai berikut (nilai penuh):

	31 Desember/ *December 31,* 2021	31 Desember/ *December 31,* 2020	
Rupiah/1 Dolar AS	14.252,50	14.050,00	*Rupiah/US Dollar 1*

v. Imbalan Kerja

Bank diharuskan menyediakan imbalan pensiun minimum yang diatur dalam Undang-Undang Ketenagakerjaan dan Peraturan Perusahaan yang merupakan liabilitas imbalan pasti.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

t. Qardhul Hasan Funds

Penalties/sanctions are charged to debtors who are able to pay, but deliberately delay payments, in the amount that are not agreed and not determined on the contract. The funds from penalties/sanctions will be used for charity funds/qardhul hasan funds.

u. Foreign Currency Translation

Transactions denominated in foreign currency are converted into Rupiah using the spot rate at those transaction dates. At the financial position report dates, monetary assets and liabilities in foreign currencies are translated using the Reuters spot rate at 16.00 Western Indonesia Time (WIB) prevailing at that date.

Exchange gains and losses arising from transactions in foreign currency and on the translation of foreign currency monetary assets and liabilities are recognized in the statement of profit or loss and other comprehensive income.

As of Desember 31, 2021 and 2020, the exchange rates used are as follows (full amount):

v. Employee Benefits

The Bank is required to provide minimum pension benefits as stipulated in the Labor Law and Company Regulation which represents an underlying defined benefit obligation.

2. IKHTISAR KEBIJAKAN AKUNTANSI SIGNIFIKAN (lanjutan)

v. Imbalan Kerja (lanjutan)

Sehubungan dengan program imbalan pasti, liabilitas diakui pada laporan posisi keuangan sebesar nilai kini kewajiban imbalan pasti pada akhir periode pelaporan dikurangi nilai wajar aset program. Kewajiban imbalan pasti dihitung setiap tahun oleh aktuaris yang independen dengan menggunakan metode *projected unit credit*. Nilai kini kewajiban imbalan pasti ditentukan dengan mendiskontokan arus kas keluar yang diestimasi dengan menggunakan tingkat bunga Obligasi Pemerintah (dikarenakan saat ini tidak ada pasar aktif untuk obligasi perusahaan yang berkualitas tinggi) yang didenominasikan dalam Rupiah dimana imbalan akan dibayarkan dan memiliki jangka waktu jatuh tempo mendekati jangka waktu kewajiban pensiun.

Keuntungan dan kerugian aktuarial yang timbul dari penyesuaian dan perubahan dalam asumsi-asumsi aktuarial langsung diakui seluruhnya melalui penghasilan komprehensif lain pada saat terjadinya.

Biaya jasa lalu diakui segera dalam laporan laba rugi.

Keuntungan dan kerugian dari kurtailmen atau penyelesaian program manfaat pasti diakui di laba rugi ketika kurtailmen atau penyelesaian tersebut terjadi.

Bank juga memberikan imbalan pasca kerja lainnya, seperti uang penghargaan dan uang pisah. Imbalan berupa uang penghargaan diberikan apabila karyawan bekerja hingga mencapai usia pensiun. Sedangkan imbalan berupa uang pisah, dibayarkan kepada karyawan yang mengundurkan diri secara sukarela, setelah memenuhi minimal masa kerja tertentu. Imbalan ini dihitung dengan menggunakan metodologi yang sama dengan metodologi yang digunakan dalam perhitungan program pensiun imbalan pasti.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

v. Employee Benefits (continued)

The liability recognized in the statement of financial position in respect to defined benefit pension plans is the present value of the defined benefit obligation at the end of the reporting period less the fair value of plan assets. The defined benefit obligation is calculated annually by an independent actuary using the projected unit credit method. The present value of the defined benefit obligation is determined by discounting the estimated future cash outflows using interest rates of Government Bonds (considering currently there is no active market for high-quality corporate bonds) that are denominated in Rupiah in which the benefits will be paid, and that have terms to maturity approximating to the terms of the related pension obligation.

Actuarial gains and losses arising from experience adjustments and changes in actuarial assumptions are charged or credited to equity in other comprehensive income in the period in which they arise.

Past-service costs are recognized immediately in profit or loss.

Gains or losses on the curtailment or settlement of a defined benefit plan are recognized in profit or loss when the curtailment or settlement occurs

The Bank also provides other post-employment benefits, such as service pay and separation pay. The service pay benefit is vested when the employees reach their retirement age. The separation pay benefit is paid to employees in the case of voluntary resignation, subject to a minimum number of years of service. These benefits have been accounted for using the same methodology as for the defined benefit pension plan.

2. IKHTISAR KEBIJAKAN AKUNTANSI SIGNIFIKAN (lanjutan)

w. Pajak Penghasilan

Beban pajak kini ditetapkan berdasarkan taksiran penghasilan kena pajak periode berjalan. Aset dan liabilitas pajak tangguhan diakui atas perbedaan temporer antara aset dan liabilitas untuk tujuan komersial dan untuk tujuan perpajakan setiap tanggal pelaporan. Manfaat pajak pada masa mendatang, seperti nilai terbawa atas saldo rugi fiskal yang belum digunakan, jika ada, juga diakui sejauh realisasi atas manfaat pajak tersebut dimungkinkan.

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 neto tahun berjalan, kecuali untuk transaksi-transaksi yang sebelumnya telah langsung dibebankan ke penghasilan komprehensif lain dan dilaporkan ke ekuitas.

Koreksi atas liabilitas perpajakan diakui pada saat surat ketetapan pajak diterima, atau apabila diajukan keberatan dan/atau banding, maka perubahan diakui pada saat keputusan atas keberatan dan/atau banding tersebut ditetapkan.

x. Pendapatan Imbalan Jasa Perbankan

Pendapatan imbalan jasa perbankan pada umumnya diakui pada saat kas diterima, kecuali selisih nilai perolehan dibanding nilai nominal yang belum diamortisasi yang diakui secara akrual.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

w. Income Tax

Current tax expense is provided based on the estimated taxable income for the current period. Deferred tax assets and liabilities are recognized for temporary differences between commercial and tax bases of assets and liabilities at each reporting date. Future tax benefit, such as the carry-forward of unused tax losses, if any, is also recognized to the extent that realization of such tax benefit is probable.

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 assets is realized or the liabilities is settled based on tax laws that have been enacted or substantively enacted as at statements 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 recognized as "Income Tax Benefit/(Expense)" and included in the net income or loss for the year, except to the extent that they relate to items previously charged to other comprehensive income and reported to equity.

Amendment to tax obligation is recorded when an assessment is received or, if there is objection or appeal, when the decision on the objection and or the result of the appeal is received.

x. Fee Based Income from Banking Services

Fee based income from banking services are generally recognized when cash is received, except for the unamortized discount/premium which is recognized on accrual basis.

2. IKHTISAR KEBIJAKAN AKUNTANSI SIGNIFIKAN (lanjutan)

y. Laba Neto per Saham Dasar

Laba neto per saham dasar dihitung dengan membagi laba neto dengan rata-rata tertimbang dari jumlah saham yang ditempatkan dan disetor penuh selama tahun yang bersangkutan.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

y. Basic Earning per Share

Basic earnings per share is computed by dividing net income with the weighted average number of shares issued and fully paid during the year.

3. PERTIMBANGAN, ESTIMASI DAN ASUMSI AKUNTANSI SIGNIFIKAN

Penyusunan laporan keuangan sesuai dengan Standar Akuntansi Keuangan di Indonesia mengharuskan manajemen untuk membuat pertimbangan, estimasi, dan asumsi yang mempengaruhi jumlah yang dilaporkan dalam laporan keuangan. Adanya unsur ketidakpastian yang melekat dalam melakukan estimasi dapat menyebabkan jumlah sesungguhnya yang dilaporkan pada periode yang akan datang berbeda dengan jumlah yang diestimasikan.

3. SIGNIFICANT ACCOUNTING JUDGMENTS, ESTIMATES AND ASSUMPTIONS

The preparation of financial statements in conformity with Indonesian Financial Accounting Standards requires management to make judgments, estimates, and assumptions that affect amounts reported therein. Due to inherent uncertainty in making estimates, actual results reported in future periods may differ from those that have been estimated.

a. Pertimbangan dalam penerapan kebijakan akuntansi

Usaha yang berkelanjutan

Manajemen Bank telah melakukan penilaian atas kemampuannya untuk melanjutkan kelangsungan usahanya dan berkeyakinan bahwa Bank memiliki sumber daya untuk melanajutkan usahanya pada masa mendatang.

Selain itu, manajemen tidak mengetahui adanya ketidakpastian material yang dapat menimbulkan keraguan yang signifikan terhadap kemampuan Bank untuk melanjutkan kelangsungan usahanya. Oleh karena itu, laporan keuangan telah disusun atas dasar usaha yang berkelanjutan.

a. Judgment made in applying accounting policies

Going concern

The Bank's management has made an assessment of its ability to continue as a going concern and is satisfied that the Bank has the resources to continue its business in the foreseeable future.

Futhermore, the management is not aware of any material uncertainties that may cast significant doubt on the Bank's ability to continue as a going concern. Therefore, the financial statements continue to be prepared on the going concern basis.

3. PERTIMBANGAN, ESTIMASI DAN ASUMSI AKUNTANSI SIGNIFIKAN (lanjutan)

a. Pertimbangan dalam penerapan kebijakan akuntansi (lanjutan)

Nilai wajar atas instrumen keuangan

Bila nilai wajar aset keuangan dan liabilitas keuangan yang tercatat pada laporan posisi keuangan tidak tersedia di pasar aktif, nilainya ditentukan dengan menggunakan berbagai teknik penilaian termasuk penggunaan model matematika. Masukan untuk model ini berasal dari data pasar yang bisa diamati sepanjang data tersebut tersedia. Bila data pasar yang bisa diamati tersebut tidak tersedia, pertimbangan manajemen diperlukan untuk menentukan nilai wajar. Pertimbangan manajemen tersebut mencakup pertimbangan likuiditas dan masukan model seperti tingkat diskonto, tingkat pelunasan dipercepat, dan asumsi tingkat gagal bayar.

Pajak Penghasilan

Pertimbangan signifikan dilakukan dalam menentukan penyisihan atas pajak Bank. Bank menentukan penyisihan atas pajak penghasilan badan 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 pada laba rugi. Bank mengakui liabilitas atas pajak penghasilan badan berdasarkan estimasi penghasilan kena pajak badan (Catatan 2w).

b. Sumber utama ketidakpastian estimasi

Penurunan nilai aset keuangan

Bank menelaah kualitas aset pada setiap tanggal laporan posisi keuangan untuk menilai apakah penurunan harus dicatat dalam laporan laba rugi dan menghasilan komprehensif lain. 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 pada masa mendatang atas cadangan penurunan nilai.

3. SIGNIFICANT ACCOUNTING JUDGMENTS, ESTIMATES AND ASSUMPTIONS (continued)

a. Judgment made in applying accounting policies (continued)

Fair value of financial instruments

When the fair values of financial assets and financial liabilities recorded in the statement of financial position cannot be derived from active markets, they are determined using a variety of valuation techniques that include the use of mathematical models. The inputs to these models are derived from observable market data where possible, but when observable market data are not available, management's judgment is required to establish fair values. The management's judgment include considerations of liquidity and model inputs such as discount rates, early payment rates and default rate assumptions.

Income Tax

Significant judgment is involved in determining the provision for tax. The Bank provides 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 and loss. The Bank recognizes liabilities for expected corporate income tax issues based on estimates of corporate taxable income (Note 2w).

b. Key sources of estimation uncertainty

Impairment losses on financial assets

The Bank reviews the quality of of its assets at each statement of financial position date to assess whether an impairment loss should be recorded in the statement of profit or loss and other comprehensive income. In determining whether an impairment loss should be recorded in the statement of profit or loss, the Bank makes an assessment whether there is any indication of impairment in the quality of the assets. These estimates are based on assumptions of several factors and actual results may differ, resulting in future changes to the allowance for impairment.

3. PERTIMBANGAN, ESTIMASI DAN ASUMSI AKUNTANSI SIGNIFIKAN (lanjutan)

b. Sumber utama ketidakpastian estimasi (lanjutan)

Penurunan nilai aset non-keuangan

Penurunan nilai muncul saat nilai tercatat aset atau Unit Penghasil Kas ("UPK") melebihi nilai terpulihnya, yaitu yang lebih besar antara nilai wajar dikurangi biaya yang menjual dan nilai pakainya.

Nilai wajar dikurangi biaya untuk menjual didasarkan pada ketersediaan data dari perjanjian penjualan yang mengikat yang dibuat dalam transaksi normal atas aset serupa atau harga pasar yang dapat diamati dikurangi daengan biaya tambahan yang dapat diatribusikan dengan pelepasan aset.

Nilai pakai ditentukan dengan menggunakan estimasi arus kas masa depan yang didiskontokan ke nilai sekarang dengna menggunakan tingkat diskonto sebelum pajak yang mencerminkan penilaian pasar saat ini terhadap nilai kas kini dan risiko spesifik terhadap aset tersebut. Estimasi nilai yang dapat terulihkan tersebut didasarka pada asumsi dari sejumlah faktor dan hasil akhirnya mungkin berbeda, yang mengakibatkan perubahan pada masa mendatang atas cadangan penurunan nilai.

Aset pajak tangguhan

Aset pajak tangguhan diakui apabila terdapat kemungkinan besar bahwa jumlah laba fiskal pada masa datang akan memadai untuk mengkompensasi perbedaan temporer yang menimbulkan aset pajak tangguhan tersebut. Justifikasi manajemen diperlukan untuk menentukan jumlah aset pajak tangguhan yang dapat diakui, sesuai dengan waktu yang tepat, dan tingkat laba fiskal pada masa mendatang sejalan dengan strategi rencana perpajakan ke depan (Catatan 2w).

Penyisihan imbalan kerja karyawan

Penyisihan imbalan kerja karyawan ditentukan bedasarkan perhitungan dari aktuaria. Perhitungan aktuaria menggunakan asumsi-asumsi seperti tingkat diskonto, tingkat pengembalian investasi, tingkat kenaikan gaji, tingkat kematian, tingkat pengunduran diri, dan lain-lain (Catatan 2v). Karena imbalan kerja tersebut memiliki sifat jangka panjang, maka perkiraan tersebut memiliki ketidakpastian yang signifikan.

3. SIGNIFICANT ACCOUNTING JUDGMENTS, ESTIMATES AND ASSUMPTIONS (continued)

b. Key sources of estimation uncertainty (continued)

Impairment losses on non-financial assets

An impairment exists when the carrying value of an asset or Cash Generating Unit ("CGU") exceeds its recoverable amount, which is the higher of its fair value less costs to sell and its value in use.

The fair value less costs to sell calculation is based on available data from the binding sales transactions in an arm's length transaction of similar assets or observable market prices less incremental costs for disposing the asset.

Value in use is determined using the estimated future cash flows which are discounted using a pre-tax discount rate that reflects current market assessment of the time value of money and the risk specific to the assets. These estimates of recoverable amount are based on assumptions about a number of factors and actual results may differ, resulting in future changes to the allowance for impairment.

Deferred tax assets

Deferred tax assets are recognized to the extent that it is probable that future taxable profit will be available to compensate the temporary differences which result in such deferred tax assets. Management's judgment is required to determine the amount of deferred tax assets that can be recognized, based upon the likely timing on level of future taxable income together with future tax planning strategies (Note 2w).

Provision for employee benefits

Provision for employee benefits programs is determined based on actuarial valuation. The actuarial valuation involves assumptions such as discount rate, expected rate of returns on investments, future salary increases, mortality rate, resignation rates and others (Note 2v). Due to the long-term nature of these employee benefits, such estimates are subject to significant uncertainty.

3. PERTIMBANGAN, ESTIMASI DAN ASUMSI AKUNTANSI SIGNIFIKAN (lanjutan)

b. Sumber utama ketidakpastian estimasi (lanjutan)

Umur ekonomis aset tetap dan perangkat lunak

Manajemen Bank memperkirakan masa manfaat aset tetap dan perangkat lunak berdasarkan periode dimana aset diharapkan akan tersedia untuk digunakan. Masa manfaat ekonomis aset tetap dan aset tidak berwujud ditinjau secara berkala dan diperbaharui jika memiliki ekspektasi yang berbeda dari perkiraan sebelumnya, karena kerusakan secara fisik dan teknis, atau keusangan secara komersial dan legal atau batasan lainnya atas penggunaan aset tersebut (Catatan 2j dan 2k).

Menentukan jangka waktu 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.

Bank memiliki kontrak sewa yang mencakup opsi perpanjangan jangka waktu sewa. Bank menerapkan penilaian dalam mengevaluasi apakah dapat dipastikan jika akan menggunakan opsi untuk memperpanjang sewa. Hal tersebut dilakukan dengan mempertimbangkan seluruh fakta dan keadaan yang relevan yang memberikan insetif ekonomi untuk melakukan perpanjangan 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 sewa.

3. SIGNIFICANT ACCOUNTING JUDGMENTS, ESTIMATES AND ASSUMPTIONS (continued)

b. Key sources of estimation uncertainty (continued)

Economic life of fixed assets and software

The Bank's Management estimates the useful lives of fixed assets and software based on the period over which the assets are expected to be available for use. The useful life of each item is reviewed periodically and updated if expectations differ from previous estimates due to physical and technical or commercial obsolescence and legal or other limits on the used of the asset (Note 2j and 2k).

Determine the term of the contract - the Bank is the lessee

The Bank determines the lease term as the term of the lease that non-cancellable, along with the period covered by the option to extend the lease if it is certain to be exercised.

The Bank has lease contracts which include an option to extend the lease term. The Bank applies its judgment in evaluating whether it can be ascertained if it will exercise the option to extend the lease. This is done by considering all relevant facts and circumstances that provide economic incentives to extend 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 the lease.

4. KAS

Kas yang dimiliki seluruhnya dalam mata uang Rupiah. Pada tanggal 31 Desember 2021 dan 2020, Bank memiliki saldo kas masing-masing sebesar Rp224 dan Rp182.

Pada tanggal 31 Desember 2021, Bank telah mengasuransikan *cash in safe* dan *cash in transit* kepada PT Asuransi Central Asia Syariah, pihak ketiga, dengan nilai pertanggungan masing-masing sebesar Rp750 dan Rp 500 yang menurut pendapat manajemen cukup untuk menutup kemungkinan kerugian atas risiko yang ada.

4. CASH

Cash was all denominated in Rupiah. As of December 31, 2021 and 2020, the Bank's cash amounted to Rp224 and Rp182, respectively.

As of December 31, 2021, the Bank has insured cash in safe and cash in transit to PT Asuransi Central Asia Syariah, a third party, under blanket policies amounting to Rp750 and Rp500, respectively, which management believes is adequate to cover possible losses arising from such risks.

5. GIRO PADA BANK INDONESIA / *5. CURRENT ACCOUNTS WITH BANK INDONESIA*

	31 Desember/ *December 31*, 2021	31 Desember/ *December 31*, 2020	
Rupiah	15.641	3.460	*Rupiah*
Dollar Amerika Serikat	713	703	*United States Dollar*
Total	**16.354**	**4.163**	***Total***

Sesuai dengan PBI No. 23/16/PBI/2021 tanggal 17 Desember 2021 tentang perubahan ketiga atas PBI No. 20/3/PBI/2018 dan PBI No. 22/3/PBI/2020 tanggal 24 Maret 2020 tentang perubahan atas PBI No. 20/3/PBI/2018 tentang "Giro Wajib Minimum Dalam Rupiah dan Valuta Asing Bagi Bank Umum Konvensional, Bank Umum Syariah, dan Unit Usaha Syariah" serta Peraturan Anggota Dewan Gubernur (PADG) No. 23/27/PADG/2021 tanggal 21 Desember 2021 tentang perubahan ketujuh atas PADG No. 20/10/PADG/2018 tanggal 31 Mei 2018 tentang "Giro Wajib Minimum dalam Rupiah dan Valuta Asing bagi Bank Umum Konvensional, Bank Umum Syariah, dan Unit Usaha Syariah", setiap Bank diwajibkan memelihara Giro Wajib Minimum ("GWM") dalam rupiah dan Valuta Asing yang besarnya ditetapkan masing-masing sebesar rata-rata 5,00% dan 1,00% menjadi 3,00% dan 1,00% dari Dana Pihak Ketiga dalam Rupiah dan Valuta Asing.

Based on PBI No. 23/16/PBI/2021 dated December 17, 2021 regarding third changes to PBI No. 20/3/PBI/2018 and PBI No. 22/3/PBI/2020 dated March 24, 2020 regarding "Minimum Statutory Reserve Requirements in Rupiah and Foreign Currencies of Commercial Banks, Sharia Banks and Sharia Business Units" dated March 29, 2018 and Board of Governor's Regulation (PADG) No. 23/27/PADG/2021 dated December 21, 2021 regarding the seventh amendments of PADG No. 20/10/PADG/2018 dated May 31, 2018 regarding "Minimum Statutory Reserve Requirements in Rupiah and Foreign Currencies of Commercial Banks, Sharia Banks, and Sharia Business Units", each bank is required to maintain the Minimum Reserve Requirements ("MRR") in Rupiah and foreign currencies equivalent to an average of 5.00% and 1.00% to 3.00% and 1.00% of its Third Party Funds denominated in Rupiah and Foreign Currencies, respectively.

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 tanggal 15 April 2020, besaran insentif kelonggaran atas kewajiban pemenuhan GWM dalam Rupiah yang wajib dipenuhi secara harian ditetapkan sebesar 0,5%.

Based on Board of Governors Regulation 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 dated April 15, 2020, the amount of allowance incentives for the fulfillment of Statutory Reserves in Rupiah which must be fulfilled daily is set at 0.5%.

Rasio Giro Wajib Minimum Bank: / *The Bank's Minimum Reserve Requirement:*

	31 Desember/ *December 31*, 2021	31 Desember/ *December 31*, 2020	
Rupiah harian	0,56%	0,51%	*Rupiah-daily*
Rupiah rata-rata	17,17%	3.87%	*Rupiah-average*
Dolar Amerika Serikat	157,73%	157,98%	*United States Dollar*

Bank telah memenuhi ketentuan Bank Indonesia tentang GWM pada tanggal 31 Desember 2021 dan 2020.

The Bank has complied with the Bank Indonesia regulations regarding the MRR as of December 31, 2021 and 2020.

6. GIRO PADA BANK LAIN / *6. CURRENT ACCOUNTS WITH OTHER BANKS*

	31 Desember/ *December 31*, 2021	31 Desember/ *December 31*, 2020	
Pihak ketiga			***Third Parties***
Rupiah			*Rupiah*
PT Bank Maybank Indonesia Tbk	1	20	*PT Bank Maybank Indonesia Tbk*
PT Bank Syariah Indonesia Tbk (dahulu PT Bank Syariah Mandiri)	10	10	*PT Bank Syariah Indonesia Tbk (previously PT Bank Syariah Mandiri)*
PT Bank Sinarmas Tbk	472	-	*PT Bank Sinarmas Tbk*
	483	30	
Dolar Amerika Serikat			*United States Dollar*
PT Bank Maybank Indonesia Tbk	1.962	2.008	*PT Bank Maybank Indonesia Tbk*
	2.445	2.038	
Cadangan kerugian penurunan nilai	(24)	(20)	*Allowance for impairment losses*
Neto	**2.421**	**2.018**	***Net***

Mutasi cadangan kerugian penurunan pada tanggal 31 Desember 2021 dan 2020 adalah sebagai berikut:

The movement of the allowance for impairment losses of current accounts with other banks as of December 31, 2021 and 2020 are as follows:

	31 Desember/ *December 31*, 2021	31 Desember/ *December 31*, 2020	
Saldo awal	20	77	*Beginning balance*
Pembentukan (pembalikan) selama tahun berjalan	3	(59)	*Provision (reversal) during the year*
Penyesuaian karena penjabaran mata uang asing	1	2	*Foreign exchange translation adjustment*
Saldo akhir	**24**	**20**	***Ending balance***

Jumlah minimum cadangan kerugian giro pada bank lain yang wajib dibentuk pada tanggal-tanggal 31 Desember 2021 dan 2020 telah sesuai dengan ketentuan Otoritas Jasa Keuangan (OJK).

The amount of the minimum allowance for losses on current accounts with other banks that should be provided on December 31, 2021 and 2020 are in compliance with Financial Service Authority (OJK) regulations.

Manajemen berpendapat bahwa jumlah cadangan kerugian penurunan nilai giro pada bank lain yang dibentuk telah memadai.

Management believes that the allowance for impairment losses on current account with other banks established is adequate.

Rata-rata tingkat imbal bagi hasil per tahun adalah sebagai berikut:

Average annual rate of return are as follows:

	31 Desember/ *December 31*, 2021	31 Desember/ *December 31*, 2020	
Rupiah	1,83%	1,83%	*Rupiah*
Dolar Amerika Serikat	0,45%	0,45%	*United States Dollar*

6. GIRO PADA BANK LAIN (lanjutan)

Pada tanggal 31 Desember 2021 dan 2020, semua giro pada bank lain diklasifikasikan sebagai kolektibilitas lancar berdasarkan ketentuan Otoritas Jasa Keuangan (OJK).

Pada tanggal 31 Desember 2021 dan 2020, tidak terdapat giro pada bank lain yang dijadikan jaminan.

6. CURRENT ACCOUNTS WITH OTHER BANKS (continued)

As of December 31, 2021 and 2020, all current accounts with other banks are classified as current collectibility based on Service Authority (OJK) regulations.

As of December 31, 2021 and 2020, no current accounts with other bank are pledged as collaterals.

7. PENEMPATAN PADA BANK INDONESIA

7. PLACEMENTS WITH BANK INDONESIA

	31 Desember/ *December 31*, 2021	31 Desember/ *December 31*, 2020	
Rupiah			*Rupiah*
Fasilitas Simpanan Bank Indonesia Syariah (FASBIS)	1.139.500	49.100	*Bank Indonesia Sharia Deposit Facility (FASBIS)*

Jangka waktu penempatan pada fasilitas FASBIS adalah 1 hari masing-masing pada tanggal 31 Desember 2021 dan 2020.

The placement period of the FASBIS facility is 1 day as of December 31, 2021 and 2020.

Tingkat bonus yang diterima dari penempatan pada fasilitas FASBIS untuk tahun yang berakhir pada tanggal 31 Desember 2021 dan 2020 masing-masing berkisar antara 2,75% sampai dengan 3,00% dan 3,00% sampai dengan 4,25%.

Bonus rates received from placement on FASBIS facility for the years ended December 31, 2021 and 2020 were ranging from 2.75% to 3.00% and 3.00% to 4.25%, respectively.

Pada tanggal 31 Desember 2021 dan 2020, penempatan pada Bank Indonesia diklasifikasikan sebagai sebagai kolektibilitas lancar berdasarkan ketentuan Otoritas Jasa Keuangan (OJK).

As of December 31, 2021 and 2020, placement with Bank Indonesia are classified as current collectibility based on Service Authority (OJK) regulations.

Pada tanggal 31 Desember 2021 dan 2020, tidak terdapat penempatan pada Bank Indonesia yang dijadikan jaminan.

As of December 31, 2021 and 2020, no placement with Bank Indonesia are pledged as collaterals.

8. INVESTASI PADA SURAT BERHARGA

8. INVESTMENT IN MARKETABLE SECURITIES

a. Berdasarkan jenis dan mata uang

a. By type and currency

	31 Desember/ *December 31*, 2021		31 Desember/ *December 31*, 2020		
	Nilai nominal/ *Nominal amount*	Nilai tercatat/ Nilai wajar/ *Carrying amount/ Fair value*	Nilai nominal/ *Nominal amount*	Nilai tercatat/ *Carrying amount*	
Diukur pada biaya perolehan					***At cost***
Rupiah					***Rupiah***
Sukuk Negara Ritel	341.775	345.300	181.775	185.021	*Retail State Sukuk*
Sukuk Bank Indonesia	248.965	248.965	423.707	423.707	*Bank Indonesia Sukuk*
Total	590.740	594.265	605.482	608.728	*Total*

8. INVESTASI PADA SURAT BERHARGA / *8. INVESTMENT IN MARKETABLE SECURITIES*

a. Berdasarkan jenis dan mata uang (lanjutan) / *a. By type and currency (continued)*

	31 Desember/ *December 31*, 2021		31 Desember/ *December 31*, 2020		
	Nilai nominal/ *Nominal amount*	Nilai tercatat/ Nilai wajar/ *Carrying amount/ Fair value*	Nilai nominal/ *Nominal amount*	Nilai tercatat/ *Carrying amount*	
Tersedia untuk dijual					***Available-for-sale***
Rupiah					***Rupiah***
Reksadana Syariah	306.669	306.827	-	-	*Sharia Mutual Funds*
Total	897.409	901.092	605.482	608.728	*Total*
Cadangan kerugian penurunan nilai		(3.068)		-	*Allowance for impairment losses*
Investasi pada surat berharga - neto		**898.024**		**608.728**	***Investment in marketable securities - net***

b. Berdasarkan sisa umur jatuh tempo sesuai kontrak / *b. By remaining contractual period to maturity*

	31 Desember/ *December 31*, 2021	31 Desember/ *December 31*, 2020	
Diukur pada biaya perolehan			***Measured at cost***
Sampai dengan 1 tahun	255.738	423.707	*Up to 1 year*
Lebih dari 1-5 tahun	338.527	185.021	*Over 1-5 years*
Tersedia untuk dijual			***Available-for-sale***
Tidak memiliki kontrak jatuh tempo	306.827	-	*No contractual maturity*
	901.092	608.728	
Cadangan kerugian penurunan nilai	(3.068)	-	*Allowance for impairment losses*
Total	**898.024**	**608.728**	***Total***

c. Berdasarkan penerbit / *c. By issuer*

	31 Desember/ *December 31*, 2021	31 Desember/ *December 31*, 2020	
Pemerintah Republik Indonesia	345.300	185.021	*Government of the Republic of Indonesia*
Bank Indonesia	248.965	423.707	*Bank Indonesia*
Korporasi	306.827	-	*Corporate*
	901.092	608.728	
Cadangan kerugian penurunan nilai	(3.068)	-	*Allowance for impairment losses*
Total	**898.024**	**608.728**	***Total***

8. INVESTASI PADA SURAT BERHARGA (lanjutan)

d. Informasi lain

Pada tanggal 31 Desember 2021 dan 2020, semua investasi pada surat berharga diklasifikasikan sebagai kolektibilitas lancar berdasarkan ketentuan Otoritas Jasa Keuangan (OJK).

Bank mengakui keuntungan yang belum direalisasi sebesar Rp6.827 dari perubahan nilai wajar efek-efek dalam kelompok tersedia untuk dijual pada tanggal 31 Desember 2021 dalam akun "Keuntungan yang belum direalisasi atas surat berharga dalam kelompok tersedia untuk dijual" dalam laporan laba rugi dan penghasilan komprehensif lain.

Pada tanggal 31 Desember 2021 dan 2020, perubahan cadangan kerugian penurunan nilai adalah sebagai berikut:

8. INVESTMENT IN MARKETABLE SECURITIES (continued)

d. Other information

As of December 31, 2021 and 2020, all investment in marketable securities are classified as current collectibility based on Financial Service Authority (OJK) regulations.

The Bank recognized unrealized gain amounting to Rp6,827 from the changes in fair value of available-for-sale marketable securities as of December 31, 2021 which is presented as "Unrealized gain on available-for-sale marketable securities" in the statement of profit or loss and other comprehensive income.

As of December 31, 2021 and 2020, the movement in the allowance for impairment losses are as follows:

	31 Desember/ *December 31*, 2021	31 Desember/ *December 31*, 2020	
Saldo awal	-	-	*Beginning balance*
Penyisihan selama tahun berjalan	3.068	-	*Provision during the year*
Saldo akhir	**3.068**	**-**	***Ending balance***

Jumlah minimum cadangan kerugian investasi pada surat berharga yang wajib dibentuk pada tanggal 31 Desember 2021 telah sesuai dengan ketentuan Otoritas Jasa Keuangan (OJK).

Manajemen berpendapat bahwa jumlah cadangan kerugian penurunan nilai investasi pada surat berharga yang dibentuk telah memadai.

Pada tanggal 31 Desember 2021 dan 2020, tidak terdapat investasi pada surat berharga yang dijadikan jaminan.

The amount of the minimum allowance for losses on investment in marketable securities that should be provided on December 31, 2021 is in compliance with Financial Service Authority (OJK) regulations.

Management believes that the allowance for impairment losses on investment in marketable securities established is adequate.

As of December 31, 2021 and 2020, no investment in marketable securities are pledged as collaterals.

9. PIUTANG *MURABAHAH*

a. Berdasarkan sektor ekonomi, mata uang dan kolektibilitas

9. MURABAHAH RECEIVABLES

a. By economic sector, currency and collectibility

	31 Desember/ *December 31*, 2021	31 Desember/ *December 31*, 2020	
Rupiah			*Rupiah*
Rumah tangga			*Household sector*
Lancar	-	54	*Current*
Dikurangi:			*Less:*
Cadangan kerugian penurunan nilai	-	(2)	*Allowance for impairment losses*
Neto	**-**	**52**	***Net***

9. PIUTANG *MURABAHAH* (lanjutan) / *MURABAHAH RECEIVABLES (continued)*

b. Berdasarkan jangka waktu perjanjian / *b. By contractual period*

	31 Desember/ *December 31*, 2021	31 Desember/ *December 31*, 2020	
Rupiah			*Rupiah*
Lebih dari 5 tahun	-	54	*More than 5 years*
Total		54	***Total***
Dikurangi: Cadangan kerugian penurunan nilai	-	(2)	*Less: Allowance for impairment losses*
Neto	**-**	**52**	***Net***

c. Berdasarkan sisa umur jatuh tempo sesuai kontrak / *c. By contractual period*

	31 Desember/ *December 31*, 2021	31 Desember/ *December 31*, 2020	
Rupiah			*Rupiah*
Lebih dari 1 - 3 tahun	-	54	*Over to 1 - 3 years*
Total	-	54	***Total***
Dikurangi: Cadangan kerugian penurunan nilai	-	(2)	*Less: Allowance for impairment losses*
Neto	**-**	**52**	***Net***

d. Berdasarkan hubungan / *d. By relationship*

	31 Desember/ *December 31*, 2021	31 Desember/ *December 31*, 2020	
Pihak ketiga murabahah	-	54	*Third party murabahah*
Dikurangi: Cadangan kerugian penurunan nilai	-	(2)	*Less: Allowance for impairment losses*
Neto	**-**	**52**	***Net***

e. Informasi penting lainnya / *e. Other significant information*

Tingkat marjin keuntungan piutang dalam Rupiah berkisar antara 5,00% per tahun untuk tahun yang berakhir pada 31 Desember 2021 dan 5,00% sampai dengan 11,25% per tahun untuk tahun yang berakhir pada 31 Desember 2020.

The profit margin rate on receivables in Rupiah ranges from 5.00% per annum for the year ended December 31, 2021 and from 5.00% to 11.25% per annum for the year ended December 31, 2020.

9. PIUTANG *MURABAHAH* (lanjutan)

e. Informasi penting lainnya (lanjutan)

Jumlah piutang yang direstrukturisasi pada tanggal 31 Desember 2020 masing-masing sebesar RpNihil.

Pendapatan marjin *murabahah* yang masih akan diterima oleh Bank masing-masing pada tanggal 31 Desember 2020 adalah sebesar RpNihil.

Pendapatan marjin *murabahah* yang ditangguhkan masing-masing pada tanggal 31 Desember 2020 adalah sebesar Rp2.

Piutang kepada karyawan Bank merupakan piutang untuk tujuan membeli kendaraan, rumah dan pembiayaan pribadi lainnya. Piutang ini dibayar kembali melalui pemotongan gaji setiap bulan dengan tingkat marjin keuntungan piutang berkisar 5,00% sampai dengan 6,00% per tahun.

Perubahan cadangan kerugian penurunan nilai piutang *murabahah* adalah sebagai berikut:

9. MURABAHAH RECEIVABLES (continued)

e. Other significant information (continued)

Restructured receivables as of December 31, 2020 are RpNil, respectively.

Accrued murabahah margin income as of December 31, 2020 is RpNil, respectively.

Deferred murabahah margin income as of December 31, 2020 is Rp2.

Receivables to the Bank's employees consist of receivables intended for the acquisition of vehicles, houses and other personal financing. The receivables are collected through monthly payroll deductions with profit margin rate on receivables ranging 5.00% to 6.00% per annum.

The movements of allowance for impairment losses on murabahah receivables are as follows:

	31 Desember/ *December 31*, 2021	31 Desember/ *December 31*, 2020	
Saldo awal	2	264	*Beginning balance*
Pembalikan selama tahun berjalan	(2)	(53)	*Reversal during the year*
Penghapusan	-	(209)	*Write-off*
Saldo akhir	**-**	**2**	***Ending balance***

Manajemen berpendapat bahwa cadangan kerugian penurunan nilai yang dibentuk adalah cukup untuk menutup kemungkinan kerugian penurunan nilai akibat tidak tertagihnya piutang.

Piutang *murabahah* dijamin dengan agunan yang diikat dengan hak tanggungan atau surat kuasa memasang hak tanggungan dan menjual atau surat kuasa untuk mencairkan deposito *mudharabah* atau jaminan lain yang dapat diterima oleh Bank. Tidak terdapat deposito *mudharabah* yang menjadi jaminan piutang pada tanggal 31 Desember 2020.

Pada tanggal 31 Desember 2020, rasio piutang *non-performing (*bruto*)* terhadap jumlah piutang adalah masing-masing sebesar 0,00% sedangkan rasio piutang dan pembiayaan *non-performing (*neto*)* terhadap jumlah piutang adalah sebesar 0,00%.

Management believes that the allowance for impairment losses on receivables is adequate to cover impairment losses from uncollectible receivables.

Murabahah receivables are collateralized by registered mortgages or power of attorney to mortgage and sell, power of attorney to liquidate mudharabah time deposits, and other guarantees accepted by the Bank. There is no mudharabah time deposits pledged as collateral as of December 31, 2020.

As of December 31, 2020 the ratio of non-performing receivables (gross) to total receivables were 0.00%, while the ratio of non-performing receivables and financing (net) to total receivables were 0.00%.

9. PIUTANG *MURABAHAH* (lanjutan)

e. Informasi penting lainnya (lanjutan)

Dalam laporan Batas Maksimum Pemberian Pembiayaan (BMPP) kepada Bank Indonesia pada tanggal 31 Desember 2020 tidak terdapat piutang yang melanggar ketentuan BMPP.

9. MURABAHAH RECEIVABLES (continued)

e. Other significant information (continued)

As of December 31, 2020, there are no receivables which exceeded the legal lending limit (BMPP) as stated in the legal lending limit report to Bank Indonesia.

10. ASET TETAP DAN ASET HAK GUNA / *10. FIXED ASSETS AND RIGHT OF USE ASSETS*

	31 Desember/*December 31,* 2021				
	Saldo awal/ *Beginning balances*	**Penambahan/ *Additions***	**Pengurangan/ *Disposals***	**Saldo akhir/ *Ending balances***	
Biaya perolehan					***Acquisition cost***
Renovasi bangunan yang disewa	7.115	3.702	-	10.817	*Leasehold improvements*
Peralatan kantor	12.028	3.442	-	15.470	*Office equipment*
Kendaraan	1.732	25	(1.724)	33	*Vehicles*
Komputer	11.494	4.549	-	16.043	*Computers*
	32.369	11.718	(1.724)	42.363	
Aset hak guna	-	36.533	-	36.533	*Right of use of assets*
Aset dalam pembangunan	-	247	-	247	*Assets under construction*
Total biaya perolehan	**32.369**	**48.498**	**(1.724)**	**79.143**	***Total acquisition cost***
Akumulasi penyusutan					***Accumulated depreciation***
Renovasi bangunan yang disewa	4.065	672	-	4.737	*Leasehold improvements*
Peralatan kantor	6.817	1.188	-	8.005	*Office equipment*
Kendaraan	1.732	-	1.724	8	*Vehicles*
Komputer	7.125	1.250	-	8.375	*Computers*
	19.739	3.110	1.724	21.125	
Aset hak guna	-	6.904	-	6.904	*Right of use of assets*
Total akumulasi penyusutan	**19.739**	**10.014**	**1.724**	**28.029**	***Total accumulated depreciation***
Nilai tercatat	**12.630**			**51.114**	***Carrying value***

	31 Desember/*December 31,* 2020				
	Saldo awal/ *Beginning Balances*	**Penambahan/ *Additions***	**Pengurangan/ *Disposals***	**Saldo akhir/ *Ending balances***	
Biaya perolehan					***Acquisition cost***
Renovasi bangunan yang disewa	4.064	3.051	-	7.115	*Leasehold improvements*
Peralatan kantor	6.816	5.212	-	12.028	*Office equipment*
Kendaraan	1.732	-	-	1.732	*Vehicles*
Komputer	7.125	4.369	-	11.494	*Computers*
Total biaya perolehan	**19.737**	**12.632**	**-**	**32.369**	***Total acquisition cost***
Akumulasi penyusutan					***Accumulated depreciation***
Renovasi bangunan yang disewa	4.064	1	-	4.065	*Leasehold improvements*
Peralatan kantor	6.816	1	-	6.817	*Office equipment*
Kendaraan	1.732	-	-	1.732	*Vehicles*
Komputer	7.125	-	-	7.125	*Computers*
Total akumulasi penyusutan	**19.737**	**2**	**-**	**19.739**	***Total accumulated depreciation***
Nilai tercatat	**-**			**12.630**	***Carrying value***

10. ASET TETAP DAN ASET HAK GUNA (lanjutan)

Aset hak guna per 31 Desember 2021 adalah sebagai berikut:

10. FIXED ASSETS AND RIGHT OF USE ASSETS (continued)

Right of use of assets as of December 31, 2021 are as follows:

	31 Desember/*December 31*, 2021				
	Saldo awal/ *Beginning balances*	Penambahan/ *Additions*	Pengurangan/ *Disposals*	Saldo akhir/ *Ending balances*	
Biaya					***Cost***
Bangunan	-	30.971	-	30.971	*Buildings*
Kendaraan	-	5.562	-	5.562	*Vehicles*
Total biaya perolehan	**-**	**36.533**	**-**	**36.533**	***Total cost***
Akumulasi penyusutan					***Accumulated depreciation***
Bangunan	-	5.996	-	5.996	*Buildings*
Kendaraan	-	908	-	908	*Vehicles*
Total akumulasi penyusutan	**-**	**6.904**	**-**	**6.904**	***Total accumulated depreciation***
Nilai tercatat	**-**			**29.629**	***Carrying value***

Aset hak guna pada tanggal 31 Desember 2021 merupakan kontrak sewa atas gedung kantor dan mobil dengan pihak ketiga.

Right of use assets as of December 31, 2021 represent lease contracts for office buildings and cars with third parties.

Bank melakukan perjanjian sewa aset dengan periode sewa berkisar antara 1 - 3 tahun.

The Bank entered into an asset lease agreement with lease period ranging from 1 - 3 years.

Jumlah beban penyusutan aset tetap dan aset hak guna sebesar Rp10.014 dan Rp2 masing-masing untuk tahun yang berakhir pada tanggal 31 Desember 2021 dan 2020.

The depreciation expenses of fixed assets and right of use assets charged to profit and loss amounting to Rp10,014 and Rp2 for the years ended December 31, 2021 and 2020, respectively.

Manajemen berkeyakinan bahwa tidak terdapat penurunan nilai aset tetap dan aset hak guna selama tahun berjalan karena manajemen berpendapat bahwa nilai tercatat aset tidak melebihi estimasi nilai yang dapat diperoleh kembali.

Management believes that there is no impairment of fixed assets and right of use assets of the Bank during the year because management believes that the carrying amounts of assets do not exceed the estimated recoverable amount.

Nilai bruto dari aset tetap yang telah disusutkan penuh dan masih digunakan pada tanggal 31 Desember 2021 dan 2020 adalah sebesar Rp19.737.

As of December 31, 2021 and 2020, the gross value of fixed assets which have been fully depreciated and still being used amounted to Rp19,737.

Aset dalam pembangunan pada tanggal 31 Desember 2021 adalah sebagai berikut:

Construction in progress as of December 31, 2021 are as folllows:

	Estimasi penyelesaian/ *Estimated completion*	31 Desember/ *December 31*, 2021	
Renovasi bangunan yang disewa	2022	28	*Leasehold improvements*
Peralatan kantor	2022	219	*Office equipment*

Estimasi persentase tingkat penyelesaian aset dalam pembangunan pada tanggal 31 Desember 2021 adalah berkisar 40%-50%.

The estimated percentage of completion of construction in progress as of December 31, 2021 is around 40%-50%.

10. ASET TETAP DAN ASET HAK GUNA (lanjutan)

Aset tetap diasuransikan terhadap risiko kebakaran dan risiko lainnya kepada PT Asuransi Central Asia Syariah, pihak ketiga, dengan nilai pertanggungan sebesar Rp36.083 pada tanggal 31 Desember 2021 dan 2020 yang menurut pendapat manajemen cukup untuk menutup kemungkinan kerugian atas risiko yang ada.

10. FIXED ASSETS AND RIGHT OF USE ASSETS (continued)

Fixed assets are covered by insurance against losses on fire and other risks with PT Asuransi Central Asia Syariah, a third party, under blanket policies amounting to Rp36,083 as of December 31, 2021 and 2020, respectively, which management believes is adequate to cover possible losses arising from such risks.

11. ASET TAK BERWUJUD DAN ASET LAIN-LAIN - NETO

a. Aset Tak Berwujud

11. INTANGIBLE ASSETS AND OTHER ASSETS - NET

a. Intangible Assets

	31 Desember/*December 31,* 2021				
	Saldo awal/ *Beginning balances*	Penambahan/ *Additions*	Pengurangan/ *Disposals*	Saldo akhir/ *Ending balances*	
Biaya perolehan					***Acquisition cost***
Piranti Lunak	36.247	5.166	-	41.413	*Software*
Aset dalam pembangunan	-	694	-	694	*Assets under construction*
Total biaya perolehan	**36.247**	**5.860**	**-**	**42.107**	***Total cost***
Akumulasi penyusutan					***Accumulated depreciation***
Piranti Lunak	36.162	342	-	36.504	*Software*
Total akumulasi penyusutan	**36.162**	**342**	**-**	**36.504**	***Total accumulated depreciation***
Nilai tercatat	**85**			**5.603**	***Carrying value***

	31 Desember/*December 31,* 2020				
	Saldo awal/ *Beginning Balances*	Penambahan/ *Additions*	Pengurangan/ *Disposals*	Saldo akhir/ *Ending balances*	
Biaya perolehan					***Acquisition cost***
Piranti Lunak	36.162	85	-	36.247	*Software*
Total biaya perolehan	**36.162**	**85**	**-**	**36.247**	***Total cost***
Akumulasi penyusutan					***Accumulated depreciation***
Piranti Lunak	36.162	-	-	36.162	*Software*
Total akumulasi penyusutan	**36.162**	**-**	**-**	**36.162**	***Total accumulated depreciation***
Nilai tercatat	**-**			**85**	***Carrying value***

Periode amortisasi untuk piranti lunak adalah 5 tahun.

Amortization period of software is 5 years.

Piranti lunak merupakan aplikasi metadata integrasi pelaporan dan lisensi program komputer yang digunakan untuk mendukung kegiatan operasional Bank.

Software represent metadata integrated reporting application and license of computer programme which used to support the Bank's operational activities.

11. ASET TAK BERWUJUD DAN ASET LAIN-LAIN - NETO (lanjutan)

a. Aset Tak Berwujud (lanjutan)

Aset dalam pembangunan merupakan aplikasi yang sedang dikembangkan oleh Bank dalam rangka mendukung kegiatan usaha Bank menjadi Bank digital.

Estimasi persentase tingkat penyelesaian aset dalam pembangunan pada tanggal 31 Desember 2021 adalah berkisar 50%-70%.

b. Aset Lain-lain - Neto

11. INTANGIBLE ASSETS AND OTHER ASSETS - NET (continued)

a. Intangible Assets (continued)

Assets under construction represent applications that are being developed by the Bank in order to support the Bank's business activities into a digital bank.

The estimated percentage of completion of construction in progress as of December 31, 2021 is around 50%-70%.

b. Other Assets - Net

	31 Desember/ *December 31*, 2021	31 Desember/ *December 31*, 2020	
Rupiah			***Rupiah***
Pajak dibayar dimuka	33.758	33.758	*Prepaid tax*
Biaya dibayar dimuka	16.165	2.887	*Prepaid expense*
Setoran jaminan	2.618	1.334	*Security deposits*
Pendapatan yang masih akan diterima	2.322	1.259	*Accrued income*
Lain-lain	5.059	2.650	*Others*
Mata uang asing			***Foreign currency***
Setoran jaminan	-	2.551	*Security deposits*
Total	**59.922**	**44.439**	***Total***

Pada tanggal 31 Desember 2021 dan 2020, akun pajak dibayar dimuka merupakan kelebihan pembayaran pajak penghasilan badan pasal 25 tahun 2018 yang diajukan ke kantor pajak untuk direstitusi.

Biaya dibayar dimuka terutama merupakan biaya sewa pemakaian dan jasa pengelolaan piranti lunak, promosi dan bonus dibayar dimuka atas rekrutment pegawai.

Aset lain-lain - lain-lain merupakan uang muka atas pembayaran jasa yang diberikan oleh pihak ketiga.

As of December 31, 2021 and 2020, the prepaid tax account represents overpayment of corporate income tax article 25 for fiscal year 2018 which is submitted to Tax Office for refund.

Prepaid expenses mainly represent rental fees and software management services, promotions and prepaid bonuses for employee recruitment.

Other assets - others represent advance payment for services provided by third parties.

12. LIABILITAS SEGERA

12. OBLIGATIONS DUE IMMEDIATELY

	31 Desember/ *December 31*, 2021	31 Desember/ *December 31*, 2020	
Rupiah			*Rupiah*
Dana kebajikan	1.002	2	*Qardhul hasan funds*
Titipan ATM	1	-	*ATM remittance*
Total	**1.003**	**2**	***Total***

13. PERPAJAKAN / *13. TAXATION*

a. Utang pajak / *a. Taxes payable*

	31 Desember/ *December 31*, 2021	31 Desember/ *December 31*, 2020	
Pasal 21	2.447	170	*Article 21*
Pasal 23	416	40	*Article 23*
Pasal 4 (2)	39	430	*Article 4 (2)*
Pajak Pertambahan Nilai	140	-	*Value Added Tax*
Total	**3.042**	**640**	***Total***

b. Rekonsiliasi (rugi) laba sebelum beban pajak penghasilan seperti yang disajikan dalam laporan laba rugi dan penghasilan komprehensif lain dan taksiran (rugi fiskal) laba kena pajak adalah sebagai berikut:

b. Reconciliation between (loss) income before tax expense, as shown in the statement of profit or loss and other comprehensive income, and estimated (fiscal loss) taxable income as follows:

	Tahun yang Berakhir pada tanggal 31 Desember/ *Year Ended December 31*		
	2021	**2020**	
(Rugi) laba sebelum beban pajak	(121.275)	44.868	*(Loss) income before tax expense*
Beda temporer			*Temporary differences*
Liabilitas lain-lain	12.379	2.585	*Other liabilities*
Penyusutan aset tetap	(3.433)	(308)	*Fixed assets depreciation*
Amortisasi aset tidak berwujud	(2.032)	2.077	*Amortization of intangible assets*
Penyisihan kerugian penurunan nilai aset produktif	3.069	(318)	*Provision for impairment losses of earning assets*
Liabilitas imbalan kerja karyawan	3.208	(20.618)	*Employee benefit liabilities*
Penyusutan aset hak guna dan beban bunga liabilitas sewa	608	-	*Depreciation of right of use assets and interest expense on lease liabilities*
Beda tetap			*Permanent differences*
Beban yang tidak dapat dikurangkan	1.546	7.853	*Non-deductible expense*
Imbalan dalam bentuk natura	1.179	321	*Benefit-in-kind*
Lainnya	1.000	-	*Other*
Taksiran (rugi) laba fiskal	(103.751)	36.460	*Estimated (fiscal loss) taxable income*
Akumulasi rugi fiskal	(61.919)	(331.834)	*Accumulated fiscal loss*
Total akumulasi rugi fiskal	**(165.670)**	**(295.374)**	***Total accumulated fiscal loss***

	31 Desember/ *December 31*, 2021	31 Desember/ *December 31*, 2020	
Rangkuman akumulasi rugi fiskal adalah sebagai berikut:			*Summary of accumulated fiscal loss are as follows:*
Tahun 2021	(103.751)	-	*Year 2021*
Tahun 2018	-	(115.000)	*Year 2018*
Tahun 2017	(61.919)	(126.338)	*Year 2017*
Tahun 2016	-	(54.036)	*Year 2016*
Total akumulasi rugi fiskal	**(165.670)**	**(295.374)**	***Total accumulated fiscal loss***

Pada tanggal 31 Desember 2021, Bank telah melakukan perhitungan ulang atas akumulasi rugi fiskal sebagai dampak dari hasil pemeriksaan pajak di tahun tersebut.

On December 31, 2021, the Bank has recalculated the accumulated fiscal loss as a result of the tax examination results in that year.

13. PERPAJAKAN (lanjutan)

c. Rekonsiliasi Tarif Pajak Efektif

Rekonsiliasi antara beban pajak penghasilan yang dihitung dengan menerapkan perkalian antara tarif pajak maksimum dengan (rugi) laba sebelum beban pajak penghasilan pada laporan laba rugi dan penghasilan komprehensif lain adalah sebagai berikut:

13. TAXATION (continued)

c. Reconciliation of Effective Tax Rate

The reconciliation between income tax expense as computed by applying the maximum tax rate to the (loss) income before tax expense as shown in the statement of profit or loss and other comprehensive income is as follows:

	Tahun yang Berakhir pada tanggal 31 Desember/ *Year Ended December 31*		
	2021	**2020**	
(Rugi) laba sebelum beban pajak penghasilan pada laporan laba rugi dan penghasilan komprehensif lain	(121.275)	44.868	*(Loss) income before income tax expense per statement of profit or loss and other comprehensive income*
Beban pajak berdasarkan tarif pajak maksimum yang berlaku	(26.681)	9.871	*Tax expense at maximum enacted tax rate*
Dampak atas penurunan tarif pajak terhadap pajak tangguhan	-	11.737	*Impact of the reduction in tax rate on deferred taxes*
Pengaruh pajak atas beda tetap	819	1.798	*Permanent differences*
Aset pajak tangguhan yang tidak diakui	(25.862)	-	*Unrecognized deferred income tax*
Perubahan penilaian cadangan	-	(23.406)	*Change in valuation allowance*
Beban pajak	**-**	**-**	***Tax expense***

Perhitungan taksiran penghasilan kena pajak untuk tahun yang berakhir pada tanggal 31 Desember 2021 akan menjadi dasar dalam pengisian Surat Pemberitahuan Tahunan 2021.

Calculation of estimated taxable income for the year ended December 31, 2021 will be the basis for preparing annual tax returns for 2021.

Perhitungan taksiran penghasilan kena pajak untuk tahun yang berakhir pada tanggal 31 Desember 2020 di atas digunakan sebagai dasar pengisian Surat Pemberitahuan (SPT) Tahunan 2020.

Calculation of estimated taxable income for the year ended December 31, 2020 above, was used as the basis for the amounts reported in the Bank's annual tax returns for 2020.

Pada tanggal 3 Agustus 2015, Presiden Republik Indonesia menandatangani Peraturan Pemerintah (PP) No. 56/2015 tentang "Penurunan Tarif Pajak Penghasilan Bagi Wajib Pajak Badan Dalam Negeri yang Berbentuk Perseroan Terbuka", yang mengubah PP 77/2013, dan mengatur bahwa perseroan terbuka dalam negeri di Indonesia dapat memperoleh penurunan tarif Pajak Penghasilan ("PPh") sebesar 5% dari tarif tertinggi PPh sebagaimana diatur dalam Pasal 17 ayat 1b Undang-undang Pajak Penghasilan, dengan memenuhi kriteria yang ditentukan, yaitu (i) Perseroan yang saham atau efek bersifat ekuitas lainnya dengan jumlah paling sedikit 40% dari keseluruhan saham yang disetor dicatat untuk diperdagangkan di bursa efek di Indonesia, (ii) Saham tersebut dimiliki paling sedikit oleh 300 pihak, (iii) Masing-masing pihak

On August 3, 2015, the President of the Republic of Indonesia signed PP No. 56/2015 regarding the "Reduction of Income Tax Rate on Resident Corporate Taxpayers in the Form of Publicly-listed Companies", which replaced PP No. 77/2013, and regulates that resident publicly-listed companies in Indonesia can avail a reduction of income tax rate by 5% from the highest rate set forth under Article 17 paragraph 1b of the Income Tax Law, provided they meet the prescribed criteria, such as (i) Companies whose at least 40% or more of the total paid-up shares or other equity instruments are listed for trading in the Indonesia stock exchanges, (ii) Such shares are owned by at least 300 parties, (iii) Each party of such shall own less than 5% of the total outstanding issued and fully paid shares, and (iv) Requirements (i) to (iii) above should be fulfilled by the publicly-listed

13. PERPAJAKAN (lanjutan)

c. Rekonsiliasi Tarif Pajak Efektif (lanjutan)

tersebut hanya boleh memiliki saham kurang dari 5% dari keseluruhan saham yang ditempatkan dan disetor penuh, dan (iv) Ketentuan (i) sampai dengan (iii) tersebut harus dipenuhi oleh perseroan terbuka dalam waktu paling sedikit seratus delapan puluh tiga hari kalender dalam jangka waktu satu tahun pajak.

Kemudian pada tanggal 31 Maret 2020, Presiden Republik Indonesia menandatangani Peraturan Pemerintah Pengganti Undang-Undang (Perppu) No. 1 Tahun 2020 tentang "Kebijakan Keuangan Negara dan Stabilitas Sistem Keuangan untuk Penanganan Pandemi *Corona Virus Disease* (Covid-19) dan/atau Dalam Rangka Menghadapi Ancaman yang Membahayakan Perekonomian Nasional dan/atau Stabilitas Sistem Keuangan", yang mengatur penyesuaian tarif PPh badan sebagai berikut:

a. 22% untuk tahun pajak 2021 dan 2020,

b. 20% untuk tahun pajak 2022, dan

c. Perusahaan Terbuka dalam negeri dengan jumlah keseluruhan saham yang disetor diperdagangkan pada bursa efek di Indonesia paling sedikit 40% dan memenuhi persyaratan tertentu sesuai dengan peraturan pemerintah, dapat memperoleh tarif sebesar 3% lebih rendah dari tarif pada butir a dan b di atas.

Pada tanggal 29 Oktober 2021, Presiden Republik Indonesia menandatangani Undang-Undang No. 7/2021 tentang "Harmonisasi Peraturan Perpajakan", yang menerapkan, antara lain, tarif pajak penghasilan badan sebagai berikut:

a. sebesar 22% yang mulai berlaku pada tahun pajak 2022 (sebelumnya 20% yang diatur dalam Perppu No. 1 Tahun 2020 tertanggal 31 Maret 2020).

b. Perusahaan Terbuka dalam negeri dengan jumlah keseluruhan saham yang disetor diperdagangkan pada bursa efek di Indonesia paling sedikit 40% dan memenuhi persyaratan tertentu sesuai dengan peraturan pemerintah, dapat memperoleh tarif sebesar 3% lebih rendah dari tarif pada butir a di atas.

13. TAXATION (continued)

c. Reconciliation of Effective Tax Rate (continued)

companies for a period of at least one hundred eighty-three calender's days within one fiscal year.

Subsequently on March 31, 2020, the President of the Republic of Indonesia signed Government Regulation as a Substitute of Laws (Perppu) No. 1 Year 2020 regarding "State Financial Policy and Financial System Stability for Handling Corona Virus Disease (Covid-19) and/or in Order to Face Threats that Threaten the National Economy and/or Financial System Stability", which regulates the adjustment of corporate income tax rate as follows:

a. 22% effective for fiscal year 2020 and 2021,

b. 20% effective starting fiscal year 2022, and

c. Resident publicly-listed companies in Indonesia whose at least 40% or more of the total paid-up shares or other equity instruments are listed for trading in the Indonesia stock exchange and meet certain requirements in accordance with the government regulations, are entitled for 3% reduction of the rates stated in points a and b above.

On October 29, 2021, the President of the Republic of Indonesia signed Law No. 7/2021 regarding "Harmonization of Tax Regulation", which applies, among others, the corporate income tax rate as follows:

a. 22% effective starting fiscal year 2022 (previously 20% as stipulated in Perppu No. 1 Year 2020 dated March 31, 2020).

b. Resident publicly-listed companies in Indonesia whose at least 40% or more of the total paid-up shares or other equity instruments are listed for trading in the Indonesia stock exchanges and meet certain requirements in accordance with the government regulations, can apply tariff of 3% lower than tariff as stated in point a above.

13. PERPAJAKAN (lanjutan)

d. Aset pajak tangguhan

Aset dan liabilitas pajak tangguhan berasal dari perbedaan temporer pengakuan antara pelaporan komersial dan pajak serta rugi fiskal.

Manfaat yang diperoleh dari aset pajak tangguhan yang diakui Bank tergantung pada adanya penghasilan kena pajak yang lebih besar dari pembalikan perbedaan temporer yang bisa dikurangkan pada masa yang akan datang.

Pada tanggal 31 Desember 2021 dan 2020, manajemen tidak mengakui aset pajak tangguhan karena tidak terdapat bukti yang memadai bahwa aset pajak tangguhan tersebut dapat diutilisasi.

e. Informasi lainnya

Tahun pajak 2018

Pada tanggal 4 Juli 2019, Bank menerima Surat Pemberitahuan Pemeriksaan Lapangan No. S-0800/WPJ.07/KP.0600/2019 tentang pemeriksaan lapangan untuk semua jenis pajak untuk tahun pajak 2018. Dari hasil pemeriksaan yang telah dilakukan, pada tanggal 24 April 2020, Bank menerima Surat Ketetapan Pajak ("SKP") lebih bayar sebesar Rp33.758 (Catatan 11) (sebelumnya Bank melaporkan rugi fiskal sebesar Rp115.000) dan SKP kurang bayar atas pajak lainnya sebesar Rp489. Bank memutuskan untuk melakukan keberatan atas SKP tersebut. Pada tanggal 10 Mei 2021, Direktorat Jenderal Pajak menolak keberatan Bank atas SKP tersebut dan Bank telah menerima hasil keputusan tersebut dan tidak mengajukan banding ke pengadilan pajak.

Sampai dengan tanggal laporan keuangan diterbitkan, Bank belum menerima pengembalian atas lebih bayar tahun 2018 sebesar Rp33.758.

13. TAXATION (continued)

d. Deferred tax assets

Deferred tax assets and liabilities are originated from temporary differences between commercial and tax reporting and fiscal loss.

The utilization of deferred tax assets recognized by the Bank depends on future availability of taxable income against which the deferred tax assets will be realized.

As of December 31, 2021 and 2020, management did not recognize deferred tax assets due to insufficient evidence that it is probable that the deferred tax assets can be realized.

e. Other information

Fiscal year 2018

On July 4, 2019, the Bank received a Field Inspection Notification Letter No. S-0800/WPJ.07/KP.0600/2019 regarding field inspections for all taxes for the 2018 fiscal year. From the results of the audit that was carried out, on April 24, 2020 the Bank received an overpayment of Tax Assessment Letter ("SKP") amounting to Rp33,758 (Note 11) (previously the Bank reported fiscal loss amounting to Rp115,000) and an underpayment SKP for other taxes amounting to Rp489. The Bank decided to submit objection of the SKP. On May 10, 2021, the Directorate General of Taxation rejected the Bank's objection of the SKP, and the Bank has accepted the results of the decision and did not appeal to the tax court.

As of the issuance date of the financial statements, the Bank has not received the tax overpayment of 2018 amounting to Rp33,758.

13. PERPAJAKAN (lanjutan)

e. Informasi lainnya (lanjutan)

Tahun pajak 2017

Pada tanggal 14 November 2018, Bank menerima Surat Pemberitahuan Pemeriksaan Lapangan No. S2079/ WPJ.07/KP.0600/2018 tentang pemeriksaan lapangan untuk semua jenis pajak untuk tahun pajak 2017. Dari hasil pemeriksaan yang telah dilakukan, pada tanggal 14 April 2021, Bank menerima Surat Ketetapan Pajak Kurang Bayar ("SKPKB") pajak penghasilan badan dan pajak lainnya masing-masing sebesar Rp79.541 dan Rp312. Bank memutuskan untuk melakukan keberatan atas SKP pajak penghasilan badan. Sampai dengan tanggal laporan keuangan diterbitkan, hasil keputusan surat keberatan masih dalam proses. Untuk SKP pajak lainnya, Bank tidak mengajukan keberatan atas hasil pemeriksaan tersebut dan membebankan kurang bayar tersebut pada laba rugi tahun berjalan.

Tahun pajak 2016

Pada tanggal 24 Oktober 2018, Bank menerima Surat Pemberitahuan Pemeriksaan Lapangan No. S219/WPJ.07/KP.0600.2018 tentang pemeriksaan lapangan untuk semua jenis pajak untuk tahun pajak 2016. Pada tanggal 19 November 2020, Bank menerima SKP nihil pajak penghasilan badan atas taksiran rugi sebesar Rp43.018 (sebelumnya Bank melaporkan rugi fiskal sebesar Rp138.046). Bank memutuskan untuk melakukan keberatan atas SKP Nihil tersebut dimana pada tanggal 30 November 2021 Kanwil DJP telah memutuskan melalui surat nomor S-5830/WPJ.07/KBP/2021 bahwa keberatan tersebut tidak memenuhi persyaratan dan tidak dapat diproses lebih lanjut.

Berdasarkan Undang-Undang Perpajakan yang berlaku di Indonesia. Bank menghitung. menetapkan dan membayar sendiri besarnya jumlah pajak yang terutang. Direktur Jenderal Pajak ("DJP") dapat menetapkan atau mengubah liabilitas pajak dalam batas waktu 5 (lima) tahun sejak saat terutangnya pajak dan tahun-tahun selanjutnya.

13. TAXATION (continued)

e. Other information (continued)

Fiscal year 2017

On November 14, 2018, the Bank received Field Examination Notification Letter No. S2079/WPJ.07/KP.0600/2018 regarding field examination for all taxes for the 2017 fiscal year. From the results of the audit that was carried out, on April 14, 2021, the Bank received an underpayment of Tax Assessment Letter ("SKPKB") of corporate income tax and other taxes amounting to Rp79,541 and Rp312, respectively. The Bank decided to object to the underpayment SKP of corporate income tax. As of the issuance date of the financial statements, the result of the objection letter is still in process. For SKP of other taxes, the Bank did not object the result of the examination and charged the tax underpayment to current year profit or loss.

Fiscal year 2016

On October 24, 2018, the Bank received Field Examination Notification Letter No. S219/WPJ. 07/KP.0600/2018 regarding field examination for all taxes for fiscal year 2016. On November 19, 2020, the Bank received a nil SKP of corporate income tax for estimated tax loss amounting to Rp43,018 (previously the Bank reported tax loss amounting to Rp138,046). The Bank decided to object to the said nil SKP where on November 30, 2021 the DGT Regional Office has decided through letter number S-5830/WPJ.07/KBP/2021 that the objection did not meet the requirements and could not be further processed.

Under the prevailing Taxation Laws of Indonesia, the Bank calculates, determines and pays tax payable based on self-assessment. The Directorate General of Taxes ("DGT") may assess or amend taxes within 5 (five) years from the time the tax becomes due and subsequent years.

14. GIRO *WADIAH*

14. WADIAH DEMAND DEPOSITS

	31 Desember/ *December 31*, 2021	31 Desember/ *December 31*, 2020	
Rupiah			*Rupiah*
Pihak ketiga	-	5	*Third parties*

14. GIRO *WADIAH* (lanjutan)

Giro *wadiah* merupakan simpanan giro dari pihak ketiga dengan akad *wadiah yad-dhamanah* yang akan mendapatkan bonus sesuai kebijakan Bank.

14. WADIAH DEMAND DEPOSITS (continued)

Wadiah demand deposits represent demand deposits from third party in wadiah yad-dhamanah principle which will earn bonus based on the Bank's policy.

15. SIMPANAN DARI BANK LAIN

15. DEPOSITS FROM OTHER BANKS

	31 Desember/ *December 31*, 2021	31 Desember/ *December 31*, 2020	
Pihak ketiga			*Third parties*
Rupiah			*Rupiah*
Giro dari bank lain	-	4	*Current accounts from other banks*

Jangka waktu giro dari bank lain kurang atau sama dengan 1 (satu) bulan. Tingkat bagi hasil rata-rata sebesar 0,00% per tahun pada 31 Desember 2020.

The maturity period of the current accounts from other banks is less than or equal to 1 (one) month. Annual average profit sharing rate is 0.00% per annum as of December 31, 2020.

16. ESTIMASI KERUGIAN KOMITMEN DAN KONTINJENSI

Perubahan estimasi cadangan kerugian penurunan nilai komitmen dan kontinjensi adalah sebagai berikut:

16. ESTIMATED LOSSES ON COMMITMENTS AND CONTINGENCIES

The movement in the estimated provision for impairment losses on commitments and contingencies is as follows:

	31 Desember/ *December 31*, 2020	
Saldo awal	60.470	*Beginning balance*
Pembalikan pada tahun berjalan	(65.138)	*Reversal during the year*
Selisih kurs	4.668	*Exchange rate differences*
Saldo akhir	**-**	**Ending balance**

Pada tahun 2018, Bank membentuk cadangan (disajikan dalam akun "Estimasi Kerugian Komitmen dan Kontinjensi") untuk tuntutan hukum yang belum diputuskan sebesar Rp62.637. Pada tahun 2020, berdasarkan putusan kasasi dari Mahkamah Agung yang telah berkekuatan hukum tetap dan didukung dengan memorandum dari kantor konsultan hukum, Bank memutuskan untuk melakukan pembalikan atas seluruh penyisihan tersebut.

In 2018, the Bank established a reserve (presented in the account "Estimated Losses on Commitments and Contingencies") for pending lawsuits amounting to Rp62,637. In 2020, based on the cassation decision from the Supreme Court which is legally binding and supported by a memorandum from the legal consulting office, the Bank decided to reverse all of these provision.

17. LIABILITAS LAIN-LAIN

17. OTHER LIABILITIES

	31 Desember/ *December 31*, 2021	31 Desember/ *December 31*, 2020	
Rupiah			***Rupiah***
Biaya masih harus dibayar dan lainnya	52.327	37.029	*Accrued expense and others*
Liabilitas sewa	27.902	-	*Lease liabilities*
Liabilitas imbalan kerja karyawan (Catatan 27)	3.925	1.836	*Employee benefit liabilities (Note 27)*

17. LIABILITAS LAIN-LAIN (lanjutan) / *17. OTHER LIABILITIES (continued)*

	31 Desember/ *December 31*, 2021	31 Desember/ *December 31*, 2020	
Mata uang asing			***Foreign currency***
Biaya masih harus dibayar dan lainnya	452	445	*Accrued expense and others*
Total	**84.606**	**39.310**	***Total***

Analisis jatuh tempo liabilitas lain-lain terkait sewa adalah sebagai berikut:

The maturity analysis of other liabilities related to lease is as follows:

	31 Desember/ *December 31,* 2021	
1 tahun	7.148	*1 year*
2 tahun	4.751	*2 years*
3 tahun	4.090	*3 years*
Di atas 3 tahun	11.913	*Above 3 years*
Total	**27.902**	***Total***

Biaya yang masih harus dibayar dan lainnya merupakan liabilitas kepada pihak ketiga atau vendor dan akrual atas bonus, tunjangan hari raya, tunjangan akhir tahun, dan lainnya.

Accrued expenses and others represents liabilities to third parties or vendor and accruals for bonuses, holiday allowances, year-end allowance, and others.

18. DANA *SYIRKAH* TEMPORER - TABUNGAN DAN GIRO *MUDHARABAH* / *18. TEMPORARY SYIRKAH FUNDS - MUDHARABAH DEMAND DEPOSITS AND SAVING*

	31 Desember/ *December 31*, 2021	31 Desember/ *December 31*, 2020	
Rupiah			*Rupiah*
Tabungan			*Saving*
Pihak berelasi (Catatan 26)	38.169	-	*Related parties (Note 26)*
Pihak ketiga	15	-	*Third parties*
Giro			*Demand deposits*
Pihak berelasi (Catatan 26)	-	40.062	*Related parties (Note 26)*
Total	**38.184**	**40.062**	***Total***

Giro dan Tabungan mudharabah merupakan simpanan dana pihak lain yang mendapatkan imbalan bagi hasil dari pendapatan Bank atas penggunaan dana tersebut berdasarkan nisbah yang disetujui sebelumnya.

Mudharabah demand deposits and Saving represents deposits from other parties which are entitled to receive a share in the revenue derived by the Bank from the use of such fund based on a predetermined ratio.

Pemilik dana *syirkah* memperoleh bagian atas keuntungan sesuai kesepakatan dan menerima kerugian berdasarkan jumlah dana dari masing-masing pihak. Pembagian hasil dana *syirkah* dapat dilakukan dengan konsep bagi hasil atau bagi pendapatan.

The owners of syirkah funds receive parts of profit in accordance with the agreement and borne loss based on proportion to the total funds. The profit distribution of syirkah funds can be based on profit sharing or revenue sharing concept.

Bagi hasil untuk giro dan tabungan *mudharabah* dalam Rupiah berkisar antara 0,19% sampai dengan 0,31% pertahun untuk tahun yang berakhir pada 31 Desember 2021 dan 2020.

The annual profit sharing ratio for mudharabah demand deposits and saving in Rupiah ranges from 0.19% to 0.31% per annum as December 31, 2021 and 2020.

19. DANA *SYIRKAH* TEMPORER - DEPOSITO *MUDHARABAH*

19. TEMPORARY SYIRKAH FUNDS - MUDHARABAH TIME DEPOSITS

a. Berdasarkan hubungan

a. By relationship

	31 Desember/ *December 31*, 2021	31 Desember/ *December 31*, 2020	
Rupiah			***Rupiah***
Pihak ketiga	1.000.000	100	*Third parties*
Total	**1.000.000**	**100**	***Total***

b. Berdasarkan jangka waktu kontrak

b. By contractual period

	31 Desember/ *December 31*, 2021	31 Desember/ *December 31*, 2020	
Rupiah			***Rupiah***
1 Bulan	1.000.000	100	*1 Month*
Total	**1.000.000**	**100**	***Total***

c. Berdasarkan sisa umur jatuh tempo sesuai kontrak

c. By remaining contractual period to maturity

	31 Desember/ *December 31*, 2021	31 Desember/ *December 31*, 2020	
1 Bulan	1.000.000	100	*1 Month*

Deposito *mudharabah* merupakan investasi pihak lain yang mendapatkan imbalan bagi hasil dari pendapatan Bank atas penggunaan dana tersebut berdasarkan *nisbah* yang disetujui sebelumnya.

Bagi hasil untuk deposito berjangka *mudharabah* dalam Rupiah berkisar antara 3,32% sampai dengan 4,50% per tahun untuk tahun 2021 dan 3,37% sampai dengan 5,16% per tahun untuk tahun 2020.

Mudharabah time deposits represent other parties' investment which are entitled to received a share in the income derived by the Bank from the use of such fund based on a predetermined ratio.

The annual profit sharing ratio for Rupiah mudharabah time deposits in Rupiah ranges from 3.32% to 4.50% per annum for the year 2021 and 3.37% to 4.50% per annum for the years 2020.

20. MODAL SAHAM / *SHARE CAPITAL*

Susunan pemegang saham Bank pada tanggal 31 Desember 2021 dan 2020 adalah sebagai berikut:

The compositions of the Bank's shareholders as of December 31, 2021 and 2020 are as follows:

	31 Desember/*December 31,* 2021			
	Jumlah Saham (nilai penuh)/ *Number of shares (full amount)*	**Persentase Pemilikan/ *Percentage of ownership***	**Modal ditempatkan dan disetor penuh/ *Issued and fully paid capital***	
Pemegang Saham				***Shareholders***
PT Aladin Global Ventures (dahulu PT NTI Global Indonesia)	7.988.245.746	60,33%	798.825	*PT Aladin Global Ventures (previously PT NTI Global Indonesia)*
Masyarakat	5.253.108.618	39,67%	525.310	*Public*
Total	**13.241.354.364**	**100,00%**	**1.324.135**	***Total***

	31 Desember/*December 31,* 2020			
	Jumlah Saham (nilai penuh)/ *Number of shares (full amount)*	**Persentase Pemilikan/ *Percentage of ownership***	**Modal ditempatkan dan disetor penuh/ *Issued and fully paid capital***	
Pemegang Saham				***Shareholders***
PT NTI Global Indonesia	7.988.245.746	97.50%	798.824	*PT NTI Global Indonesia*
PT Alphaplus Adhigana Asia	204.826.814	2.50%	20.483	*PT Alphaplus Adhigana Asia*
Total	**8.193.072.560**	**100.00%**	**819.307**	***Total***

Pada tanggal 31 Januari 2020, akuisisi Bank telah berlaku efektif dan disahkan oleh Notaris Aliya S. Azhar, S.H., M.H., M.Kn., berdasarkan Akta No. 20 tanggal 31 Januari 2020 mengenai akuisisi Bank.

Dengan ditandatanganinya akta tersebut maka susunan pemegang saham sejak tanggal akta akuisisi adalah sebagai berikut:

1. PT NTI Global Indonesia sebagai pemilik dari 661.548 lembar saham atau 70% saham Bank dengan nilai nominal seluruhnya sebesar Rp573.514.815.318 (jumlah penuh); dan
2. PT Berkah Anugerah Abadi sebagai pemilik dari 283.521 lembar saham atau 30% Bank dengan nilai nominal seluruhnya sebesar Rp245.792.435.248 (jumlah penuh).

Atas pelaksanaan pengambilalihan kepemilikan Bank tersebut, telah dilakukan pengumuman pada media masa pada 7 Februari 2020.

The acquisition of the Bank has been effective and validated by Notary Aliya S. Azhar, S.H., M.H., M.Kn., based on Deed No. 20 dated January 31, 2020 regarding the acquisition of Bank.

With the signing of the deed, the composition of the shareholders from the date of the deed of acquisition is as follows:

1. *PT NTI Global Indonesia as the owner of 661,548 shares or 70% of the Bank's shares with a total nominal value amounted to Rp573,514,815,318 (full amount); and*
2. *PT Berkah Anugerah Abadi as the owner of 283,521 shares or 30% of the Bank with a total nominal value amounting to Rp245,792,435,248 (full amount).*

In relation to the transfer of ownership of the Bank, an announcement was made in mass media on February 7, 2020.

20. MODAL SAHAM (lanjutan)

Berdasarkan Akta Nomor 17 tanggal 3 Juli 2020 dibuat dihadapan Yulia, S.H., Notaris di Jakarta, para pemegang saham menyetujui untuk meningkatkan modal dasar Bank dari semula Rp819.307.250.566 (jumlah penuh) menjadi Rp2.500.000.000.000 (jumlah penuh) dan modal ditempatkan/disetor Bank dari Rp819.307.250.566 (jumlah penuh) menjadi Rp819.307.256.000 (jumlah penuh) sehingga terjadi peningkatan modal ditempatkan/disetor Bank sebesar Rp5.433 (jumlah penuh) yang diambil oleh PT Berkah Anugerah Abadi dan PT NTI Global Indonesia masing-masing sebesar Rp4.751 (jumlah penuh) dan Rp682 (jumlah penuh). Para pemegang saham juga menyetujui perubahan nilai nominal saham dari Rp866.928 (jumlah penuh) menjadi Rp200 (jumlah penuh).

Dengan demikian. susunan pemegang saham menjadi sebagai berikut: 1) PT NTI Global Indonesia sebagai pemilik dari 2.867.574.080 lembar saham atau 70% lembar saham Bank dengan nilai nominal seluruhnya sebesar Rp573.514.816.000 (jumlah penuh); dan 2) PT Berkah Anugerah Abadi sebagai pemilik dari 1.228.962.200 lembar saham atau 30% perseroan dengan nilai nominal seluruhnya sebesar Rp245.792.440.000 (jumlah penuh). Perubahan tersebut telah disetujui oleh Menteri Hukum dan Hak Asasi Manusia Republik Indonesia dalam surat keputusan No. AHU 0045699.AH.01.02.Tahun 2020 tanggal 6 Juli 2020 serta telah diterima dan dicatat di dalam Sistem Administrasi Badan Hukum Kementerian Hukum dan Hak Asasi Manusia Republik Indonesia dalam Surat Keputusan No. AHU-AH.01.03-0276124 tanggal 6 Juli 2020.

Berdasarkan Akta Nomor 53 tanggal 14 Juli 2020 dibuat di hadapan Yulia, S.H., Notaris di Jakarta, para pemegang saham menyetujui untuk melakukan perubahan nilai nominal saham dari semula sebesar Rp200 (jumlah penuh) per saham menjadi sebesar Rp100 (jumlah penuh) per saham, menyetujui perubahan rencana Bank untuk Penawaran Umum perdana saham-saham Bank *(Initial Public Offering)* dari sebanyak-banyaknya 2.500.000.000 saham menjadi sampai dengan sebanyak-banyaknya 5.000.000.000 saham dan mencatatkan saham-saham Bank tersebut pada Bursa Efek Indonesia dengan nilai nominal masing-masing saham sebesar Rp100 (jumlah penuh), serta menyetujui rencana Bank menerbitkan waran atas nama Bank sebanyak-banyaknya 2.800.000.000 waran. Perubahan tersebut telah diterima dan dicatat di dalam Sistem Administrasi Badan Hukum Kementerian Hukum dan Hak Asasi Manusia Republik Indonesia dalam Surat Keputusan No. AHU-AH.01.03-0288622 tanggal 14 Juli 2020.

20. SHARE CAPITAL (continued)

Based on Deed No. 17 dated July 3, 2020 of Yulia, S.H., Notary in Jakarta, the shareholders agreed to increase the Bank's authorized capital from the Rp819,307,250,566 (full amount) to Rp2,500,000,000,000 (full amount) and the Bank's issued/paid-up capital from Rp819,307,250,566 (full amount) to Rp819,307,256,000 (full amount) resulting in an increase in the Bank's issued/paid-up capital by Rp5,433 (full amount) taken by PT Berkah Anugerah Abadi and PT NTI Global Indonesia amounting to Rp4,751 (full amount) and Rp682 (full amount), respectively. The shareholders also agreed to change the par value of the shares from Rp866,928 (full amount) to Rp200 (full amount) per share.

Therefore, the composition of the shareholders is now as follows: 1) PT NTI Global Indonesia as the owner of 2,867,574,080 shares or 70% of the Bank's shares with a total nominal value amounting to Rp573,514,816,000 (full amount); and 2) PT Berkah Anugerah Abadi as the owner of 1,228,962,200 shares or 30% of the Bank's shares with a total nominal value amounting to Rp245,792,440,000 (full amount). These changes have been approved by the Minister of Law and Human Rights of the Republic of Indonesia in his Decision Letter No. AHU 0045699.AH.01.02.Tahun 2020 dated July 6, 2020 and has been received and recorded in the Legal Entity Administration System of the Ministry of Law and Human Rights of the Republic of Indonesia in Decision Letter No. AHU-AH.01.03-0276124 dated July 6, 2020.

Based on Deed No. 53 dated July 14, 2020 of Yulia, S.H., Notary in Jakarta, the shareholders agreed to change the nominal value of the shares from Rp200 (full amount) per share to Rp100 (full amount) per share, approved the change in the Bank's plan for an Initial Public Offering of the Bank from a maximum number of 2,500,000,000 shares to a maximum of 5,000,000,000 shares and list the Bank's shares in the Indonesia Stock Exchange with a nominal value Rp100 (full amount) per share, as well as approved the Bank's plan to issue warrants to a maximum number of 2,800,000,000 (full amount) warrants. These changes have been accepted and recorded in the Legal Entity Administration System of the Ministry of Law and Human Rights of the Republic of Indonesia in Decree No. AHU-AH.01.03-0288622 dated July 14, 2020.

20. MODAL SAHAM (lanjutan)

Berdasarkan Pernyataan Keputusan Pemegang Saham Bank, yang telah diaktakan dalam akta No. 63 dari Yulia, S.H., Notaris di Jakarta tanggal 17 Desember 2020, para Pemegang Saham memberikan persetujuan kepada PT Berkah Anugerah Abadi untuk menjual seluruh sahamnya dalam Bank, yakni sebanyak 2.457.924.400 saham kepada dan menunjuk sebagai pembelinya. yakni: 1) PT Alphaplus Adhigana Asia, sebanyak 204.826.814 saham dan 2) PT NTI Global Indonesia sebanyak 2.253.097.586 saham, sehingga kepemilikan saham Bank menjadi 1) PT Alphaplus Adhigana Asia, sebanyak 204.826.814 saham dan 2) PT NTI Global Indonesia sebanyak 7.988.245.746 saham. Perubahan tersebut telah diterima dan dicatat di dalam Sistem Administrasi Badan Hukum Kementerian Hukum dan Hak Asasi Manusia Republik Indonesia No. AHU-AH.01.03-0420308 tanggal 17 Desember 2020.

Pada tanggal 22 Januari 2021, Bank memperoleh pernyataan efektif dari Otoritas Jasa Keuangan (OJK) dengan suratnya No. S-8/D.04/2021 untuk melakukan penawaran umum perdana 5.000.000.000 saham Bank dengan nilai nominal Rp100 (nilai penuh) per saham kepada masyarakat dengan harga penawaran sebesar Rp103 (nilai penuh) per saham dan disertai dengan 2.800.000.000 Waran I yang melekat pada saham yang dikeluarkan dan diberikan secara cuma-cuma sebagai insentif bagi pemegang saham dengan harga pelaksanaan waran Rp110 yang mulai berlaku mulai tanggal 2 Agustus 2021 sampai dengan 30 Januari 2026. Pada tanggal 1 Februari 2021, saham tersebut telah dicatatkan pada Bursa Efek Indonesia.

Dari hasil penawaran umum saham perdana, Bank berhasil mencatat penambahan modal disetor sebesar Rp500.000 dan tambahan modal disetor berupa agio sebesar Rp15.000 sebelum dikurangi biaya emisi penerbitan saham sebesar Rp4.612. Hasil penerimaan bersih dari penawaran umum saham perdana ini adalah sebesar Rp510.388.

20. SHARE CAPITAL (continued)

Based on the Decree of the Bank's Shareholders. which is notified in Deed No. 63 by Yulia, S.H., Notary in Jakarta. dated December 17, 2020, the Shareholders gave approval to PT Berkah Anugerah Abadi to sell all of 2,457,924,400 shares in the Bank, to designated buyers, namely: 1) PT Alphaplus Adhigana Asia for 204,826,814 shares and 2) PT NTI Global Indonesia for 2,253,097,586 shares, so that the Bank's shareholders become 1) PT Alphaplus Adhigana Asia, as many as 204,826,814 shares and 2) PT NTI Global Indonesia as many as 7,988,245,746 shares. These changes have been accepted and recorded in the Legal Entity Administration System of the Ministry of Law and Human Rights of the Republic of Indonesia No. AHU-AH.01.03-0420308 dated December 17, 2020.

On January 22, 2021, the Bank obtained the notice of effectivity from Financial Services Authority (OJK) in its letter No. S-8/D.04/2021 for the public offering of 5,000,000,000 shares with par value of Rp100 (full amount) per share with offering price at Rp103 (full amount) per share and simultaneously issued 2,800,000,000 Warants I accompanying the new shares issued, which are to be granted free as an incentive for the shareholders at an exercise price of Rp110 which is effective starting from August 2, 2021 up to January 30, 2026. These shares were listed on the Indonesia Stock Exchange on February 1, 2021.

As the result of Initial Public Offering, the Bank recorded increase in capital amounting to Rp500,000 and additional paid in capital as agio amounting to Rp15,000 before deducted by share issuance cost amounting to Rp4,612. Net proceeds from Initial Public Offering was Rp510,388.

20. MODAL SAHAM (lanjutan)

Sampai dengan tanggal 31 Desember 2021, jumlah Waran I yang telah di eksekusi adalah sejumlah 72.686.112 lembar waran atau sebesar Rp7.994 dimana 48.281.804 lembar waran atau sebesar Rp4.828 telah menjadi modal ditempatkan dan disetor Bank berdasarkan Akta Pernyataan Keputusan Pemegang Saham No. 36 tanggal 8 November 2021 dari Jose Dima Satria, S.H., M.Kn, Notaris di Jakarta dan telah diterima dan dicatat di dalam Sistem Administrasi Badan Hukum Kementerian Hukum dan Hak Asasi Manusia Republik Indonesia No. AHU-AH.01.03-0470683 tanggal 8 November 2021. Untuk sisa waran yang telah di eksekusi namun belum diaktakan sejumlah 24.404.308 lembar waran, masih dicatat sebagai dana setoran modal.

Pada tanggal 24 September 2021, Bank menyampaikan keterbukaan informasi kepada publik terkait perubahan nama Pemegang Saham Pengendali (PSP) Bank yang semula bernama PT NTI Global Indonesia menjadi PT Aladin Global Ventures.

20. SHARE CAPITAL (continued)

Until December 31, 2021, the number of warrants that have been executed amounted to 72,686,112 warrants or Rp7,994, which 48,281,804 warrants or Rp4,828 has become the Bank's issued and fully paid capital based on the Deed of Shareholder Decision Statement No. 36 dated November 8, 2021 from Jose Dima Satria, S.H., M.Kn, Notary in Jakarta and has been accepted and recorded in the Administrative System of the Ministry of Law and Human Rights of the Republic of Indonesia No. AHU-AH.01.03-0470683 dated November 8, 2021. For the remaining warrants that have been executed but not yet notarize of 24,404,308 warrants, still recorded as capital deposit funds.

On September 24, 2021, the Bank submits information disclosure to public regarding the change of the Bank's Controlling Shareholder name of the Bank which was formerly named PT NTI Global Indonesia to PT Aladin Global Ventures.

21. PENDAPATAN PENGELOLAAN DANA OLEH BANK SEBAGAI MUDHARIB DAN PENDAPATAN OPERASIONAL LAINNYA - LAIN-LAIN

a. Pendapatan Pengelolaan Dana Oleh Bank Sebagai Mudharib

21. INCOME FROM FUND MANAGED BY BANK AS MUDHARIB AND OTHER OPERATING INCOME - OTHERS

a. Income From Fund Managed By Bank As Mudharib

	Tahun yang Berakhir pada tanggal 31 Desember/ *Year Ended December 31*		
	2021	**2020**	
Pendapatan dari jual beli			***Income from sales and purchases***
Pendapatan marjin *murabahah*	3	86	*Murabahah margin income*
Pendapatan usaha utama lainnya			***Other main operating income***
Pendapatan dari Sukuk Negara	19.106	6.929	*Murabahah margin income*
Pendapatan dari Sukuk Bank Indonesia	12.128	20.009	*Income from Sukuk Bank Indonesia*
Pendapatan Sertifikat Investasi *Mudharabah* Antarbank (SIMA)	2.723	57	*Income from Certificate of Interbank Mudharabah Investment (SIMA)*
Pendapatan Fasilitas Simpanan Bank Indonesia Syariah (FASBIS)	2.092	4.095	*Income from Bank Indonesia Sharia Deposit Facility (FASBIS)*
Bank lainnya	59	101	*Other Banks*
	36.108	31.191	
Total	**36.111**	**31.277**	***Total***

21. PENDAPATAN PENGELOLAAN DANA OLEH BANK SEBAGAI MUDHARIB DAN PENDAPATAN OPERASIONAL LAINNYA - LAIN-LAIN (lanjutan)

b. Pendapatan Operasional Lainnya - Lain-Lain

Pendapatan operasional lainnya - lain-lain merupakan pendapatan fee atas *Facility Agent and Security Agent* (FASA) antara Bank dengan nasabah.

21. INCOME FROM FUND MANAGED BY BANK AS MUDHARIB AND OTHER OPERATING INCOME – OTHERS (continued)

b. Other Operating Income - Others

Other operating income - others are fee income on Facility Agent and Security Agent (FASA) between the Bank and the customer.

22. HAK PIHAK KETIGA ATAS BAGI HASIL DANA SYIRKAH TEMPORER

22. THIRD PARTIES' SHARE ON RETURN OF TEMPORARY SYIRKAH FUNDS

	Tahun yang Berakhir pada tanggal 31 Desember/ *Year Ended December 31*		
	2021	**2020**	
Bukan Bank			*Non-Bank*
Deposito *mudharabah*	247	80	*Mudharabah time deposits*
Tabungan *mudharabah*	113	-	*Mudharabah saving*
Giro *mudharabah*	43	78	*Mudharabah current account*
Total	**403**	**158**	***Total***

Termasuk dalam hak pihak ketiga atas bagi hasil dana *syirkah* temporer adalah bagi hasil dana *syirkah* temporer yang berasal dari pihak-pihak berelasi dengan Bank untuk tahun yang berakhir pada tanggal 31 Desember 2021 dan 2020 masing-masing sebesar Rp156 dan Rp78 (Catatan 26).

Third parties' share on return of temporary syirkah funds includes temporary syirkah funds from related parties for the years ended December 31, 2021 and 2020 amounting to Rp156 and Rp78, respectively (Note 26).

23. BEBAN UMUM DAN ADMINISTRASI DAN BEBAN OPERASIONAL LAIN-LAIN

a. Beban Umum Dan Administrasi

23. GENERAL AND ADMINISTRATIVE EXPENSE AND OTHER OPERATING EXPENSES

a. General and Administrative Expense

	Tahun yang Berakhir pada tanggal 31 Desember/ *Year Ended December 31*		
	2021	**2020**	
Jasa tenaga ahli	22.484	1.818	*Professional fees*
Pemeliharaan	14.720	7.699	*Maintenance*
Komunikasi	4.917	634	*Communication*
Sewa Gedung dan peralatan	1.467	8.408	*Office and equipment rent*
Perlengkapan kantor	611	321	*Office supplies*
Listrik dan air	475	284	*Electricity and water*
Transportasi dan perjalanan dinas	295	80	*Transportation and travel*
Asuransi	20	39	*Insurance*
Lain-lain	851	267	*Others*
Total	**45.840**	**19.550**	***Total***

23. BEBAN UMUM DAN ADMINISTRASI DAN BEBAN OPERASIONAL LAIN-LAIN (lanjutan)

b. Beban Operasional Lain-Lain

Beban operasional lain-lain terutama berasal dari beban *outsourcing* untuk tenaga ahli Teknologi Informasi.

23. GENERAL AND ADMINISTRATIVE EXPENSE AND OTHER OPERATING EXPENSES (continued)

b. Other Operating Expenses

Other operating expenses mainly consist of expenses for outsourcing Information Technology experts.

24. GAJI DAN KESEJAHTERAAN KARYAWAN

24. SALARIES AND EMPLOYEES' BENEFITS

	Tahun yang Berakhir pada tanggal 31 Desember/ *Year Ended December 31*		
	2021	**2020**	
Gaji dan upah	51.894	16.217	*Salaries and wages*
Tunjangan karyawan	27.638	7.574	*Employee allowances*
Pendidikan dan pelatihan	819	141	*Education and training*
Total	**80.351**	**23.932**	***Total***

25. POSISI DEVISA NETO

Berdasarkan peraturan Bank Indonesia No. 17/5/PBI/2015 tanggal 29 Mei 2015 tentang Perubahan Keempat atas Peraturan Bank Indonesia No. 5/13/PBI/2003 tentang Posisi Devisa Neto Bank Umum. Posisi Devisa Neto (PDN) merupakan penjumlahan dari nilai absolut untuk jumlah dari selisih neto aset dan liabilitas dari masing-masing mata uang asing, baik dalam laporan posisi keuangan maupun rekening administratif yang dinyatakan dalam Rupiah.

Sesuai ketentuan-ketentuan tersebut, sejak tanggal 29 Mei 2015 Bank umum wajib mengelola dan memelihara PDN secara keseluruhan paling tinggi 20% dari modal.

Pada tanggal 31 Desember 2021 dan 2020, Bank telah memenuhi ketentuan Bank Indonesia tentang Posisi Devisa Neto.

25. NET OPEN POSITION

In accordance with Bank Indonesia regulation No. 17/5/PBI/2015 dated May 29, 2015 concerning the Fourth Amendment to Bank Indonesia Regulation No. 5/13/PBI/2003 regarding Bank Net Open Position, the Net Open Position (NOP) is the sum of absolute value of the net difference between assets and liabilities of each foreign currency, either on the statement of financial position or off statement of financial position which are stated in Rupiah.

According to these regulations, since May 29, 2015, commercial banks are required to manage and maintain overall NOP at a maximum of 20% from capital.

As of December 31, 2021 and 2020, the Bank has complied with Bank Indonesia Regulation on Net Open Position.

25. POSISI DEVISA NETO (lanjutan)

PDN Bank pada tanggal 31 Desember 2021 dan 2020 sesuai peraturan Bank Indonesia sebagai berikut:

25. NET OPEN POSITION (continued)

The Bank's NOP as of December 31, 2021 and 2020 in accordance with Bank Indonesia regulation are as follows:

	31 Desember/ *December 31*, 2021				
	Aset dan aset pada rekening administratif/ *Assets and off balance sheet assets*	**Liabilitas dan Liabilitas pada rekening administratif/ *Liabilities and off balance sheet liabilities***	**Nilai neto/ *Net value***	**Nilai neto absolut/ *Net absolute value***	
Dolar Amerika Serikat	2.655	(452)	2.203	2.203	*United States Dollar*
Total modal				1.041.176	***Total capital***
Rasio PDN terhadap modal				**0,21%**	***NOP to capital ratio***

	31 Desember/ *December 31*, 2020				
	Aset dan aset pada rekening administratif/ *Assets and off balance sheet assets*	**Liabilitas dan Liabilitas pada rekening administratif/ *Liabilities and off balance sheet liabilities***	**Nilai neto/ *Net value***	**Nilai neto absolut/ *Net absolute value***	
Dolar Amerika Serikat	5.242	(445)	4.797	4.797	*United States Dollar*
Total modal				640.520	***Total capital***
Rasio PDN terhadap modal				**0,75%**	***NOP to capital ratio***

26. TRANSAKSI DAN SALDO DENGAN PIHAK-PIHAK BERELASI

Dalam kegiatan normal usaha, Bank melakukan transaksi dengan pihak berelasi, karena hubungan kepemilikan dan/atau kepengurusan. Semua transaksi dengan pihak berelasi telah dilakukan dengan kebijakan dan syarat yang telah disepakati bersama.

Pihak berelasi/*Related parties*

John Dharma J. Kusuma

Komisaris, Direksi, Pemimpin Grup dan Pemimpin Divisi/*Commissioners, Directors, Group Head and Division Head*

26. TRANSACTIONS AND BALANCES WITH RELATED PARTIES

In the normal course of business, the Bank engages in transactions with related parties due to the relationship of ownership and/or management. All transactions with related parties were made according to the mutually agreed policies and terms.

Sifat dari hubungan/*Relationship*:

Pemegang saham pengendali/Controlling shareholder

Manajemen kunci/Key management

26. TRANSAKSI DAN SALDO DENGAN PIHAK-PIHAK BERELASI (lanjutan)

26. TRANSACTIONS AND BALANCES WITH RELATED PARTIES (continued)

	31 Desember/ *December 31*, 2021	31 Desember/ *December 31*, 2020	
Dana syirkah temporer			***Temporary syirkah funds***
Tabungan *Mudharabah* (Catatan 18)			*Mudharabah saving (Note 18)*
Pemegang saham pengendali	38.169	-	*Controlling shareholder*
Giro *Mudharabah* (Catatan 18)			*Mudharabah demand deposits (Note 18)*
Pemegang saham pengendali	-	40.062	*Controlling shareholder*
Persentase terhadap dana *syirkah* temporer	99,96%	99,75%	*Percentage to total temporary syirkah funds*

	Tahun yang Berakhir pada tanggal 31 Desember/ *Year Ended December 31*		
	2021	**2020**	
Beban			***Expenses***
Hak pihak ketiga atas bagi hasil dana *syirkah temporer* (Catatan 22)	156	78	*Third parties' share on return of temporary syirkah funds (Note 22)*
Persentase terhadap total Hak pihak ketiga atas bagi hasil dana *syirkah temporer*	38,71%	49,37%	*Percentage to total third parties' share on return of temporary syirkah funds*

27. LIABILITAS IMBALAN KERJA KARYAWAN

Bank menerapkan kebijakan program imbalan pasca kerja sesuai dengan Undang-undang Ketenagakerjaan dan Peraturan Perusahaan. Liabilitas imbalan pasca kerja karyawan dihitung berdasarkan perhitungan aktuaris yang dilakukan oleh Konsultan Aktuaria Steven dan Mourits untuk tahun yang berakhir pada tanggal 31 Desember 2021 dan PT Dian Artha Tama aktuaris independen untuk tahun yang berakhir pada tanggal 31 Desember 2020 dalam laporannya masing-masing No. 0636/ST-FA-PSAK24-BANK/I/2022 tanggal 14 Januari 2022 dan No. 0581/DAT/III/2021 tanggal 9 Maret 2021.

Penilaian aktuarial dilakukan dengan menggunakan metode "*Projected Unit Credit*" dengan asumsi-asumsi sebagai berikut:

27. POST-EMPLOYMENT BENEFITS LIABILITY

The Bank implements post-employment benefit program policy in accordance with the Labor Law and Company Regulation. The post-employment benefits obligation is calculated based on actuarial calculations made by Konsultan Aktuaria Steven dan Mourits for the year ended December 31, 2021 and PT Dian Artha Tama an independent actuary for the year ended December 31, 2020, with reports No. 0636/ST-FA-PSAK24-BANK/I/2022 dated January 14, 2022 and No. 0581/DAT/III/2021dated March 9, 2021, respectively.

The actuarial valuation was carried out using the "Projected Unit Credit" method with the following assumptions:

	31 Desember/ *December 31*, 2021	31 Desember/ *December 31*, 2020	
Beban			***Expenses***
Tingkat diskonto	7,55%	6,80%	*Discount rate*
Tingkat kenaikan gaji	6,00%	8,00%	*Rate of salary increase*
Tingkat mortalita	TMI 2019	TMI 2019	*Mortality rate*
Tingkat cacat	10% TMI 2019	0.02% TMI 2019	*Disability rate*
Usia pensiun normal	56	56	*Normal retirement age*

27. LIABILITAS IMBALAN KERJA KARYAWAN (lanjutan)

Berikut ini merupakan komponen-komponen beban imbalan kerja yang diakui dalam laporan laba rugi dan penghasilan komprehensif lain dan liabilitas imbalan kerja karyawan yang diakui dalam laporan posisi keuangan pada tanggal 31 Desember 2021 dan 2020:

27. POST-EMPLOYMENT BENEFITS LIABILITY (continued)

The following are the components of employee benefits expense recognized in the statement of profit or loss and other comprehensive income and the post-employment benefits liability recognized in the statement of financial position as of December 31, 2021 and 2020:

	31 Desember/ *December 31*, 2021	31 Desember/ *December 31*, 2020	
Nilai kini liabilitas imbalan kerja awal tahun	1.836	22.454	*Present value of post-employment benefits liability beginning of the year*
Beban jasa kini	5.127	1.836	*Current service cost*
Beban jasa lalu	(1.919)	1.754	*Past service cost*
Pembayaran manfaat	-	(23.519)	*Payment of benefits*
Keuntungan aktuarial	(1.119)	(689)	*Actuarial*
Nilai kini liabilitas imbalan kerja (Catatan 17)	**3.925**	**1.836**	***Present value of post-employment benefits liability (Note 17)***

	Tahun yang Berakhir pada tanggal 31 Desember/ *Year Ended December 31*		
	2021	**2020**	
Beban imbalan kerja:			*Employees' benefits expense:*
Beban jasa kini	5.127	1.836	*Current service cost*
Beban jasa lalu	(1.919)	1.754	*Past service cost*
Beban imbalan kerja - neto	**3.208**	**3.590**	***Employee benefits expense - net***

Pengukuran kembali keuntungan di penghasilan komprehensif lain adalah sebagai berikut:

Remeasurement of gain in other comprehensive income are as follows:

	31 Desember/ *December 31*, 2021	31 Desember/ *December 31*, 2020	
Saldo awal	689	-	*Beginning balance*
Keuntungan aktuarial	1.119	689	*Actuarial gain*
Saldo akhir	**1.808**	**689**	***Ending balance***

Durasi rata-rata tertimbang dari nilai kini liabilitas imbalan kerja diakhir tahun pelaporan 31 Desember 2021 dan 2020 masing-masing adalah 17,79 tahun dan 12,59 tahun.

The weighted average duration of present value of benefit obligation at the end of reporting year December 31, 2021 and 2020 is 17.79 years and 12.59 years, respectively.

Berikut adalah analisa sensitivitas nilai kini liabilitas imbalan kerja diasumsikan terdapat perubahan atas tingkat diskonto dan tingkat kenaikan gaji: (tidak diaudit)

The sensitivity analysis of the present value of employee benefit liabilities in the assumed changes in the discount rate and salary increase: (unaudited)

	31 Desember/*December 31*, 2021				
	Tingkat diskonto/ *Discount Rate*		Tingkat kenaikan gaji/ *Salary increase rate*		
	Kenaikan/ *Increase* 1%	**Penurunan/ *Decrease* 1%**	**Kenaikan/ *Increase* 1%**	**Penurunan/ *Decrease* 1%**	
Dampak pada nilai kini liabilitas imbalan kerja	(3.545)	4.371	4.384	(3.527)	*Impact on present value employee benefit liabilities*

27. LIABILITAS IMBALAN KERJA KARYAWAN (lanjutan) / *POST-EMPLOYMENT BENEFITS LIABILITY (continued)*

	31 Desember/*December 31,* 2020				
	Tingkat diskonto/ *Discount Rate*		Tingkat kenaikan gaji/ *Salary increase rate*		
	Kenaikan/ *Increase* 1%	Penurunan/ *Decrease* 1%	Kenaikan/ *Increase* 1%	Penurunan/ *Decrease* 1%	
Dampak pada nilai kini liabilitas imbalan kerja	(130)	148	136	(122)	*Impact on present value employee benefit liabilities*

Jatuh tempo kewajiban imbalan manfaat pasti adalah sebagai berikut (tidak diskonto) (tidak diaudit):

The maturity profile of defined benefit obligation is as follows (undiscounted) (unaudited):

	31 Desember/ *December 31*, 2021	31 Desember/ *December 31*, 2020	
Dalam waktu 12 bulan berikutnya	239	265	*Within the next 12 months*
Diantara 1-2 tahun	297	248	*Between 1 to 2 years*
Diantara 2-5 tahun	4.534	-	*Between 2 to 5 years*
Diatas 5 tahun	279.737	123.582	*Beyond 5 years*
Total	**284.807**	**124.095**	***Total***

Pada tahun 2020, seluruh pegawai tetap adalah pegawai baru. Akibatnya, pengukuran kembali program imbalan pasti setelah pajak sebesar Rp2.906 pada tanggal 31 Desember 2019 dialihkan ke defisit dari aktivitas syariah.

In 2020, all permanent employees are new employees. Consequently, the remeasurements of defined benefit plan net of tax amounting to Rp2,906 as of December 31, 2019 was transferred to deficit from sharia activities.

28. PENERIMAAN NON-HALAL / *NON-HALAL REVENUE*

Penerimaan non-halal merupakan penerimaan pendapatan denda dari nasabah dan jasa giro dari bank umum konvensional.

Non-halal revenue represents penalty income from debtors. and income from current account with non-sharia banks.

Pendapatan non-halal yang berasal dari denda dari nasabah dan pendapatan jasa giro dari bank konvensional untuk tahun yang berakhir pada tanggal 31 Desember 2021 dan 2020 masing-masing adalah sebesar RpNihil.

Non-halal revenue from penalty income from debtors and interest income from current account with non-sharia banks for the years ended December 31, 2021 and 2020 amounted to RpNil, respectively.

29. JAMINAN PEMERINTAH TERHADAP LIABILITAS PEMBAYARAN BANK UMUM / *GOVERNMENT GUARANTEES ON OBLIGATION OF COMMERCIAL BANKS*

Berdasarkan Peraturan Lembaga Penjamin Simpanan (LPS) No. 2 tanggal 25 November 2010, simpanan yang dijamin meliputi giro, deposito berjangka, sertifikat deposito, tabungan, dan simpanan dari bank lain.

Based on Lembaga Penjamin Simpanan (LPS) Regulation No. 2 dated November 25, 2010, the deposits guaranteed included demand deposits, time deposits, certificates of deposits, saving deposits, and deposits from other banks.

29. JAMINAN PEMERINTAH TERHADAP LIABILITAS PEMBAYARAN BANK UMUM (lanjutan)

Pada tanggal 22 September 2004, Presiden Republik Indonesia mengesahkan Undang-undang No. 24 tentang LPS. Berdasarkan Undang-undang tersebut, LPS berfungsi menjamin simpanan nasabah sampai dengan Rp100 dan turut aktif dalam memelihara stabilitas sistem perbankan sesuai dengan kewenangannya. Undang-undang tersebut berlaku efektif sejak tanggal 22 September 2005 dan sejak tanggal tersebut LPS resmi beroperasi.

Pada tanggal 13 Oktober 2008, Presiden Republik Indonesia menetapkan Peraturan Pemerintah No. 66 Tahun 2008 tentang besaran nilai simpanan yang dijamin LPS. Berdasarkan Peraturan tersebut. nilai simpanan yang dijamin untuk setiap nasabah pada satu bank yang semula berdasarkan Undang-undang No. 24 tahun 2004 ditetapkan maksimum Rp100 diubah menjadi maksimum Rp2.000.

Pada tanggal 31 Desember 2021 dan 2020, Bank adalah peserta dari program penjaminan tersebut.

29. GOVERNMENT GUARANTEES ON OBLIGATION OF COMMERCIAL BANKS (continued)

On September 22, 2004, the President of the Republic of Indonesia approved the Law No. 24 of the LPS. Based on the said law, LPS will guarantee customer's deposits up to Rp100 and actively participate in maintaining the stability of the banking system in accordance with the authority given. The said law became effective from September 22, 2005 and since that date, the LPS has been formally operated.

On October 13, 2008, the President of the Republic of Indonesia approved the Government Regulation No. 66 Year 2008 regarding the maximum amount of deposits guaranteed by LPS. Based on such regulation, the maximum amount of deposits guaranteed for a particular customer in a bank which previously according to the Law No. 24 year 2004 amounted to Rp100 was amended to Rp2,000.

As of December 31, 2021 and 2020, the Bank is a participant of the guarantee program.

30. MANAJEMEN MODAL

Kebijakan pengelolaan modal Bank bertujuan untuk memastikan bahwa Bank memiliki struktur permodalan yang efisien, memiliki modal yang kuat untuk mendukung strategi pengembangan usaha Bank saat ini dan untuk mempertahankan kelangsungan usaha Bank pada masa yang akan datang, serta untuk memenuhi kecukupan permodalan yang ditetapkan oleh regulator.

Rencana permodalan disusun oleh Direksi sebagai bagian dalam Rencana Bisnis Bank dan disetujui oleh Dewan Komisaris. Rencana permodalan Bank disusun berdasarkan penilaian atas kecukupan kebutuhan permodalan yang dipersyaratkan, rencana pengembangan usaha dan kebutuhan likuiditas Bank.

Rasio Kewajiban Penyediaan Modal Minimum

Kewajiban Penyediaan Modal Minimum pada tanggal 31 Desember 2021 dan 2020, dihitung berdasarkan Peraturan Otoritas Jasa Keuangan (POJK) No. 11/POJK.03/2016 tanggal 26 Januari 2016 dan perubahan POJK No. 34/OJK.03/2016 tanggal 22 September 2016 tentang Kewajiban Penyediaan Modal Minimum Bank Umum dimana bank wajib membentuk tambahan modal minimum sesuai profil risiko yang berfungsi sebagai penyangga (*buffer*) yaitu *Capital Conservation Buffer, Countercyclical Buffer* dan *Capital Surcharge* untuk *Domestic Systematically Important Banks*.

30. CAPITAL MANAGEMENT

The Bank's capital management policy aims to ensure that the Bank has an efficient capital structure, has a strong capital to support the Bank's current business development strategy and to maintain the continuity of the Bank's business in the foreseeable future, as well as to meet the capital adequacy set by the regulator.

Capital plan is prepared by the Board of Directors as part of the Bank's Business Plan and is approved by the Board of Commissioners. The Bank's capital plan is formulated based on the assessment of capital adequacy requirements, business expansion plan and the Bank's liquidity needs.

The Minimum Required Capital Adequacy Ratio

Capital Adequacy Requirement as of December 31, 2021 and 2020, calculated based on the Financial Services Authority Regulation (POJK) No. 11/POJK.03/2016 dated January 26, 2016 and the amendment to POJK No. 34/OJK.03/2016 dated September 22, 2016 concerning the Minimum Capital Requirement for Commercial Banks, where banks are required to establish additional capital according to the risk profile that functions as a buffer, namely Capital Conservation Buffer, Countercyclical Buffer and Capital Surcharge for Domestic Systematically Important Banks.

30. MANAJEMEN MODAL (lanjutan)

Berdasarkan Penilaian yang dilakukan secara internal (*self assessment*), profil risiko Bank pada tanggal 31 Desember 2021 dan 2020 adalah peringkat 2 (dua). Atas dasar ini, KPMM minimum ditetapkan sebesar 9% sampai dengan kurang dari 10%.

Rasio kewajiban penyediaan modal Bank dengan memperhatikan risiko kredit, risiko operasional dan risiko pasar pada tanggal 31 Desember 2021 dan 2020 masing-masing dihitung sebagai berikut:

30. CAPITAL MANAGEMENT (continued)

Based on the assessment carried out internally (self assessment), the Bank's risk profile as of December 31, 2021 and 2020 is rank 2 (two). On this basis, the minimum KPMM is set at 9% to less than 10%.

The Bank's capital adequacy ratio with regard to credit risk, operational risk and market risk as of December 31, 2021 and 2020 are calculated as follows:

	31 Desember/ *December 31*, 2021	31 Desember/ *December 31*, 2020	
Modal inti (*Tier* 1)			*Core capital (Tier 1)*
Modal inti utama (CET 1)	1.038.915	640.500	*Common equity tier 1*
Modal inti tambahan (AT-1)	-	-	*Additional tier 1*
Total modal inti	1.038.915	640.500	*Total core capital*
Modal pelengkap (*Tier* 2)	2.194	20	*Suplementary capital (Tier 2)*
Total modal	1.041.110	640.520	*Total capital*
Aset tertimbang menurut risiko:			*Risk weighted Assets (RWA)*
ATMR untuk risiko kredit	175.555	56.317	*RWA for financing risk*
Sisa cadangan umum PPA atas aset produktif	(898)	-	*Remaining allowances for imparment losses*
ATMR untuk risiko pasar	2.203	4.797	*RWA for market risk*
ATMR untuk risiko operasional	89.746	133.521	*RWA for operational risk*
Total ATMR	266.606	194.635	*Total RWA*
Rasio CAR			*CAR ratio*
Rasio CET 1	389,68%	329,08%	*CET 1 ratio*
Rasio Tier 1	389,68%	329,08%	*Tier 1 ratio*
Rasio Tier 2	0,82%	0,01%	*Tier 2 ratio*
Rasio total	390,50%	329.09%	*Total ratio*
Rasio minimum Tier 1	6,00%	6,00%	*Minimum Tier 1 ratio*
Rasio minimum CET 1	4,50%	4,50%	*Minimum CET 1 ratio*
CAR minimum berdasarkan profil risiko	9,00% - 10,00%	9,00% - 10,00%	*Minimum CAR based on risk profile*

Pada tanggal 31 Desember 2021 dan 2020, Bank telah memenuhi rasio sesuai yang disyaratkan oleh Bank Indonesia untuk rasio kecukupan modal.

As of December 31, 2021 and 2020, the Bank has met the ratio required by Bank Indonesia for the capital adequacy ratio.

Pada tanggal 31 Desember 2021 dan 2020, tidak terdapat pelampauan BMPD oleh Bank.

As of December 31, 2021 and 2020, there was no excess of the BMPD by the Bank.

31. MANAJEMEN RISIKO

Manajemen risiko merupakan bagian penting dalam setiap menjalankan kegiatan usaha. Bank menerapkan fungsi manajemen risiko secara independen sesuai dengan standar yang merujuk pada ketentuan Bank Indonesia serta *best practices* yang diterapkan oleh perbankan berlandaskan prinsip syariah.

Tata Kelola Manajemen Risiko

Misi Bank dalam manajemen risiko adalah mempersiapkan kerangka dan metodologi yang sesuai untuk pengelolaan risiko secara efektif di Bank. Tujuan pengelolaan risiko mencakup pengembangan pendekatan dan metodologi baku dalam mengelola risiko di Bank, mempertegas struktur fungsional termasuk tujuan, peran dan tanggung jawab, serta menumbuhkan budaya sadar akan risiko di Bank secara keseluruhan.

Penerapan manajemen risiko mencakup pengawasan aktif Dewan Komisaris dan Direksi.

Dewan Komisaris bertanggung jawab menyetujui strategi dan kebijakan manajemen risiko. Guna mendukung efektivitas pemantauan risiko, Dewan Komisaris membentuk Komite Pemantau Risiko yang bertanggung jawab untuk memantau pelaksanaan strategi dan kebijakan manajemen risiko serta eksposur risiko.

Dewan Komisaris mendelegasikan wewenang kepada Direksi untuk melaksanakan strategi dan kebijakan manajemen risiko. Direksi bertanggung jawab menyusun kebijakan dan strategi manajemen risiko, mengembangkan budaya manajemen risiko, memastikan peningkatan kompetensi sumber daya manusia terkait serta memastikan fungsi manajemen risiko dilakukan secara independen.

Komite Manajemen Risiko dibentuk pada tingkat Direksi untuk memantau pengembangan strategi dan kebijakan manajemen risiko serta mengevaluasi masalah penting terkait risiko.

Untuk melaksanakan fungsi pengelolaan risiko, Bank telah membentuk Unit Manajemen Risiko untuk memonitor risiko di Bank secara keseluruhan, terpisah dari *Risk Taking Unit* dan Audit Internal.

31. RISK MANAGEMENT

Risk management is an important aspect of any business activities of the Bank. It implements an independent risk management function in accordance with Bank Indonesia regulations as well as best practices for sharia-based banking.

Risk Management Governance

The Bank's mission on risk management is to provide the appropriate frameworks and methodologies for the effective risk management in the Bank. The objectives of managing risk are to establish standard approach and methodology in managing risks across the Bank, to clarify functional structure including objectives, roles and responsibilities and to cultivate a risk-awareness culture throughout the Bank.

Implementation of Risk Management involves active oversight by the Board of Commissioners and the Board of Directors.

The Board of Commissioners is responsible for approving and evaluating risk management strategy and policy. To support effective oversight, the Board of Commissioners has formed the Oversight Risk Management Committee (ORMC) responsible for overseeing the implementation of risk management strategy, policies and risk exposures.

The Board of Commissioners delegates authority to the Board of Directors to implement the risk management strategy and policies. The Board of Directors is responsible for formulating risk management strategy and policy, developing a risk management culture, ensuring continuing competence enhancement of related risk personnel, and ensuring the independent function of risk management.

The Risk Management Committee is established at the Board of Directors level for overseeing the development of risk strategy, policy and reviewing the major risk issues.

To undertake the risk management function, the Bank has formed the Risk Management Unit to monitor risks across the Bank, The unit is an independent function set apart from Risk Taking Unit and Internal Audit.

31. MANAJEMEN RISIKO (lanjutan)

Unit Bisnis merupakan *Risk Taking Unit* yang bertanggung jawab mengelola risiko secara keseluruhan dalam ruang lingkup tanggung jawab mereka. Unit tersebut harus secara jelas mengidentifikasi, mengukur, memonitor, mengontrol, dan menetapkan mitigasi yang tepat sebelum memasuki setiap aktivitas yang mengandung risiko.

Audit internal akan memberikan penilaian terhadap kecukupan kontrol internal, struktur organisasi dan garis tanggung jawab, dan juga kepatuhan terhadap hukum, regulasi, dan kebijakan internal serta prinsip syariah.

Kegiatan operasional Bank telah dan dapat terus terdampak oleh pandemi Covid-19. Dampak pandemi Covid-19 terhadap perekonomian global dan Indonesia berpengaruh terhadap pertumbuhan ekonomi, penurunan pasar modal, peningkatan risiko kredit, depresiasi nilai tukar mata uang asing dan terganggunya operasional kegiatan usaha. Pada tanggal 31 Desember 2021, pandemi berdampak terhadap operasi Bank dan kegiatan usaha secara keseluruhan. termasuk kondisi pasar dan lain-lain.

Profil Risiko

Dalam melakukan kegiatan usaha, Bank melakukan pengelolaan risiko untuk 10 (sepuluh) jenis risiko sesuai ketentuan Peraturan Otoritas Jasa Keuangan (POJK) No. 65/POJK.03/2016 tanggal 23 Desember 2016 tentang Penerapan Manajemen Risiko bagi Bank Umum Syariah dan Unit Usaha Syariah yaitu risiko kredit, risiko pasar, risiko likuiditas, risiko operasional, risiko hukum, risiko reputasi, risiko strategi, risiko kepatuhan, risiko imbal hasil, dan risiko investasi yang telah dituangkan dalam Kebijakan Umum Manajemen Risiko (KUMR).

Risiko kredit adalah risiko yang terjadi akibat kegagalan pihak lawan (*counterparty*) dalam memenuhi kewajibannya. Risiko kredit dikelola baik pada tingkat transaksi maupun portofolio dan melalui penetapan kebijakan dan prosedur yang meliputi kriteria pemberian pembiayaan, originasi dan persetujuan pembiayaan, penetapan harga, pemantauan nasabah, pengelolaan pembiayaan bermasalah, dan manajemen portofolio.

Untuk meningkatkan efektivitas pengelolaan risiko kredit dan mempertahankan kualitas aset yang baik. Bank melakukan *monitoring* ketat terhadap kinerja portofolio pembiayaan termasuk deteksi awal dan usaha-usaha penagihan pembiayaan bermasalah.

31. RISK MANAGEMENT (continued)

Business Unit is risk taking unit which is responsible to manage the risk end to end within their areas of responsibility. They must clearly identify, measure, monitor, control and have mitigations to manage risk before embarking on any risk taking activity.

Internal Audit will provide reasonable assurance of appropriateness of internal controls, organization structure, and reporting lines and also compliance with prevailing law, regulations, and internal policies of the Bank as well as sharia principles.

The Bank's operation has and may continue to be impacted by the outbreak of Covid-19 pandemic. The effects of Covid-19 pandemic to the global and Indonesian economy include effect to economic growth, decline in capital markets, increase in credit risk, depreciation of foreign currency exchange rates and disruption of business operation. As of December 31, 2021, the pandemic affects the Bank operations and overall business, include market condition and etc.

Risk Profile

In conducting its business, the Bank has developed risk management for 10 (ten) different risks as stipulated by Financial Service Authority Regulation (POJK) No. 65/POJK.03/2016 dated December 23, 2016 about Implementation of Risk Management for Sharia Banks and Sharia Business Units which are credit risk, market risk, liquidity risk, operational risk, legal risk, reputation risk, strategic risk, compliance risk, rate of return risk and investment risk that have been outlined in the Risk Management General Policy (KUMR).

Credit risk is the risk of loss resulting from the defaulting obligor or counterparty in fulfilling their obligations. Credit risk is managed both at the transaction and portfolio levels and through established policies and procedures covering financing acceptance criteria, financing origination and approval, pricing, account monitoring, problem loan management, and portfolio management.

To increase the effectiveness of credit risk management and to maintain the good asset quality, the Bank closely monitors financing portfolio performance, including early detection and collection effort of problematic financing.

31. MANAJEMEN RISIKO (lanjutan)

a. Pengelolaan risiko pembiayaan

Tabel berikut menyajikan eksposur maksimum terhadap risiko kredit untuk instrumen keuangan pada laporan posisi keuangan (*on-statement of financial position*) dan rekening administratif (*off-balance sheet*) tanpa memperhitungkan agunan yang dimiliki atau perlindungan kredit lainnya.

31. RISK MANAGEMENT (continued)

a. Financing risk management

The following table presents the maximum exposure to credit risk of on-statement of financial position and off-balance sheet financial instruments without taking into account any collateral held or other credit enhancement.

	31 Desember/ *December 31*, 2021	31 Desember/ *December 31*, 2020	
Laporan posisi keuangan			***Statement of financial position***
Giro pada Bank Indonesia	16.354	4.163	*Current accounts with Bank Indonesia*
Giro pada bank lain	2.445	2.038	*Current account with other banks*
Penempatan pada Bank Indonesia	1.139.500	49.100	*Placement with Bank Indonesia*
Investasi pada surat berharga	901.092	608.728	*Investment in marketable securities*
Piutang murabahah	-	54	*Murabahah receivables*
Aset lain-lain*)	4.940	5.144	*Other assets**)
Sub total	2.064.331	669.227	*Sub total*
Dikurangi: Cadangan kerugian Penurunan nilai	(3.092)	(22)	*Less: Allowance for Impairment losses*
Neto	**2.061.239**	**669.205**	***Net***

*) Aset lain-lain terdiri atas pendapatan yang masih akan diterima dan setoran jaminan

*) *Other assets consist of accrued income and security deposits*

Analisa eksposur maksimum terhadap risiko kredit setelah memperhitungkan dampak agunan dan mitigasi risiko kredit lainnya adalah sebagai berikut:

a) Nilai tercatat dari aset keuangan Bank selain piutang menggambarkan eksposur maksimum atas risiko kredit.

b) Untuk piutang, Bank menggunakan agunan untuk meminimalkan risiko kredit.

Analysis of maximum exposure to credit risk after taking into account the impact of collaterals and other credit risk mitigations are as follows:

a) The carrying amount of Bank's financial assets other than receivable represent the maximum exposure of credit risk.

b) For receivables, the Bank uses collaterals to minimize the credit risk.

Pengungkapan konsentrasi risiko kredit maksimum berdasarkan kategori portofolio adalah sebagai berikut:

The disclosure on the maximum credit risk concentration by portfolio category are as follows:

	31 Desember/*December 31*, 2021				
	Pemerintah/ *Government*	Lembaga keuangan/ *Financial institution*	Lainnya/ *others*	*Total*	
Laporan posisi keuangan					***Financial Assets***
Giro pada Bank Indonesia	16.354	-	-	16.354	*Current accounts with Bank Indonesia*
Giro pada bank lain	-	2.445	-	2.445	*Current accounts with other banks*
Penempatan pada Bank indonesia	1.139.500	-	-	1.139.500	*Placements with Bank Indonesia*
Investasi pada surat berharga	594.265	-	306.827	901.092	*Investment in marketable securities*

31. MANAJEMEN RISIKO (lanjutan) / 31. RISK MANAGEMENT (continued)

a. Pengelolaan risiko pembiayaan (lanjutan) / a. Financing risk management (continued)

	31 Desember/*December 31,* 2021				
	Pemerintah/ *Government*	Lembaga keuangan/ *Financial institution*	Lainnya/ *others*	*Total*	
Laporan posisi keuangan (lanjutan)					***Financial Assets (continued)***
Aset lain-lain*)	2.322	-	2.618	4.940	*Other assets*)
	1.752.441	2.445	309.445	2.064.331	
Dikurangi: Cadangan kerugian penurunan nilai				(3.092)	*Less: Allowance for impairment losses*
Neto				**2.061.239**	***Net***

	31 Desember/*December 31,* 2020				
	Pemerintah/ *Government*	Lembaga keuangan/ *Financial institution*	Lainnya/ *others*	*Total*	
Aset keuangan					***Financial Assets***
Giro pada Bank Indonesia	4.163	-	-	4.163	*Current accounts with Bank Indonesia*
Giro pada bank lain	-	2.038	-	2.038	*Current accounts with other banks*
Penempatan pada Bank indonesia	49.100	-	-	49.100	*Placements with Bank Indonesia*
Investasi pada surat berharga	608.728	-	-	608.728	*Investment in marketable securities*
Piutang *murabahah*	-	-	54	54	*Murabahah receivables*
Aset lain-lain*)	5.144	-	-	5.144	*Other assets*)
	667.135	2.038	54	669.227	
Dikurangi: Cadangan kerugian penurunan nilai				(22)	*Less: Allowance for impairment losses*
Neto				**669.205**	***Net***

*) Aset lain-lain terdiri atas pendapatan yang masih akan diterima dan setoran jaminan

*) *Other assets consist of accrued income and security deposits*

Pengungkapan konsentrasi risiko kredit maksimum berdasarkan kategori portofolio adalah sebagai berikut:

The disclosure on the maximum credit risk concentration by portfolio category are as follows:

	31 Desember/*December 31,* 2021				
	Belum jatuh tempo dan tidak mengalami penurunan nilai/Neither past due nor impaired	Jatuh tempo dan tidak mengalami penurunan nilai/ *Past due but not impaired*	Mengalami penurunan nilai/ *Impaired*	*Total*	
Aset keuangan					***Financial Assets***
Giro pada Bank Indonesia	16.354	-	-	16.354	*Current accounts with Bank Indonesia*
Giro pada bank lain	2.445	-	-	2.445	*Current accounts with other banks*
Penempatan pada Bank indonesia	1.139.500	-	-	1.139.500	*Placements with Bank Indonesia*

31. MANAJEMEN RISIKO (lanjutan)

31. *RISK MANAGEMENT (continued)*

a. Pengelolaan risiko pembiayaan (lanjutan)

a. *Financing risk management (continued)*

Pengungkapan konsentrasi risiko kredit maksimum berdasarkan kategori portofolio adalah sebagai berikut (lanjutan):

The disclosure on the maximum credit risk concentration by portfolio category are as follows (continued):

	31 Desember/*December 31*, 2021				
	Belum jatuh tempo dan tidak mengalami penurunan nilai/Neither past due nor impaired	Jatuh tempo dan tidak mengalami penurunan nilai/ *Past due but not impaired*	Mengalami penurunan nilai/ *Impaired*	*Total*	
Aset keuangan (lanjutan)					***Financial Assets (continued)***
Investasi pada surat berharga	901.092	-	-	901.092	*Investment in marketable securities*
Aset lain-lain*)	4.940	-	-	4.940	*Other assets**)
	2.064.331	-	-	2.064.331	
Dikurangi: Cadangan kerugian penurunan nilai	(3.092)	-	-	(3.092)	*Less: Allowance for impairment losses*
Neto	**2.061.239**	**-**	**-**	**2.061.239**	***Net***

	31 Desember/*December 31*, 2020				
	Belum jatuh tempo dan tidak mengalami penurunan nilai/Neither past due nor impaired	Jatuh tempo dan tidak mengalami penurunan nilai/ *Past due but not impaired*	Mengalami penurunan nilai/ *Impaired*	*Total*	
Aset keuangan					***Financial Assets***
Giro pada Bank Indonesia	4.163	-	-	4.163	*Current accounts with Bank Indonesia*
Giro pada bank lain	2.038	-	-	2.038	*Current accounts with other banks*
Penempatan pada Bank indonesia	49.100	-	-	49.100	*Placements with Bank Indonesia*
Investasi pada surat berharga	608.728	-	-	608.728	*Investment in marketable securities*
Piutang *murabahah*	54	-	-	54	*Murabahah receivables*
Aset lain-lain*)	5.144	-	-	5.144	*Other assets**)
	669.227	-	-	669.227	
Dikurangi: Cadangan kerugian penurunan nilai	(22)	-	-	(22)	*Less: Allowance for impairment losses*
Neto	**669.205**	**-**	**-**	**669.205**	***Net***

*) Aset lain-lain terdiri atas pendapatan yang masih akan diterima dan setoran jaminan

*) *Other assets consist of accrued income and security deposits*

b. Pengelolaan Risiko Pasar

b. *Market Risk Management*

Risiko pasar merupakan risiko yang timbul karena adanya pergerakan faktor pasar dari portofolio yang dimiliki oleh Bank, yang dapat merugikan Bank (*adverse movement*). Yang dimaksud dengan faktor pasar adalah suku bunga (imbal hasil) dan nilai tukar. Risiko pasar melekat pada hampir seluruh kegiatan dan aktivitas Bank baik di *banking books* maupun di *trading books*.

Market risk is the risk arising from movement in market variables in portfolios held by the Bank that could incur losses for the Bank (adverse movement). Market variables are defined as interest rates (rate of return risk) and exchange rates. Market risk is inherent in most of the Bank's operating positions and activities, in the banking books and in the trading books.

31. MANAJEMEN RISIKO (lanjutan)

b. Pengelolaan risiko pasar (lanjutan)

Risiko pasar dikelola melalui kebijakan yang komprehensif dan kerangka limit untuk mengukur dan memonitor nilai risiko berdasarkan tingkat risiko yang akan diambil (*risk appetite*) oleh Bank.

Pemantauan atas pergerakan nilai tukar telah dilakukan secara cermat dan *real time* sehingga Bank dapat mengelola portofolio mata uang asing pada kondisi yang paling kondusif bagi Bank. Secara bertahap Bank akan mengurangi eksposur mata uang asing sejalan dengan perubahan bisnis Bank.

Selain pergerakan nilai tukar, Bank juga menghadapi risiko pasar dari perubahan tingkat imbal hasil pasar. Risiko imbal hasil Bank terutama terdapat pada posisi *banking book (rate of return in the banking book)*. Bank mengelola risiko suku bunga dengan menggunakan pendekatan *gap repricing* sebagai dasar untuk menghitung *Earning-at-Risk* yang dapat memberikan dampak *rate of return changes* terhadap pendapatan Bank dalam jangka pendek.

c. Pengelolaan risiko likuiditas

Risiko likuiditas adalah risiko yang disebabkan antara lain oleh ketidakmampuan Bank dalam memenuhi kewajiban yang telah jatuh tempo. Risiko likuiditas merupakan salah satu risiko utama yang dihadapi Bank yang harus dikelola secara berkesinambungan.

Risiko likuiditas timbul akibat adanya ketidaksesuaian jatuh tempo antara liabilitas dan tagihan/pembiayaan yang dimiliki Bank. Hal ini dikarenakan pada umumnya Bank memiliki pendanaan dalam jangka pendek dan menyalurkannya ke dalam pembiayaan dengan jangka waktu yang lebih panjang.

Likuiditas dikelola dan di monitor berdasarkan arus kas untuk memastikan kecukupan sumber dana dalam memenuhi liabilitas keuangan dan kewajiban regulator berdasarkan normal bisnis proses dan skenario *stress*. Analisis kesenjangan likuiditas dan *monitoring* terhadap indikator likuiditas telah diterapkan untuk memberikan informasi tambahan dalam mengelola posisi risiko likuiditas. Sumber dana terdiversifikasi untuk meminimalkan konsentrasi pendanaan. Rencana pendanaan darurat likuiditas telah disusun untuk mempersiapkan Bank jika terjadi krisis likuiditas.

31. RISK MANAGEMENT (continued)

b. Market risk management (continued)

Market risk is managed through a comprehensive policy and limit framework to measure and monitor the amount of risk based on risk appetite of the Bank.

The Bank monitors exchange rate movements on a real time basis so that the Bank can manage foreign currency portfolio on the favourable condition. Bank gradually reduces the exposure of foreign currency to be in line with the changes of Bank's business.

In addition to the movement of exchange rate, the Bank is also exposed to market risks from changes in the market rate of return. The rate of return risk of the Bank mainly is on the banking book (rate of return in the banking book). The Bank manages its rate of return risk through the use of repricing gap as a basis to calculate Earning-at-Risk (EAR) that can provide insight on the impact of rate of return changes to the Bank's earnings in short-term.

c. Liquidity risk management

Liquidity risk is a risk caused among others by the inability of the Bank to meet its obligation associated with financial liabilities at due date. Liquidity risk is one of major concerns for the Bank that must be managed on an on-going basis.

Liquidity risk arises when there is a timing difference between the maturity of the Bank's liabilities and loan/financing. This is due to the short-term nature of the funds obtained by the Bank whereas the Bank uses these funds to finance loans granted to customers which are usually for a longer period of time.

Liquidity is managed and monitored on a cash flow basis to ensure that sufficient sources of funding is available to meet financial and regulatory obligations under business-as-usual (BAU) and stress scenarios. Liquidity gap analysis and monitoring on liquidity indicators have been implemented to serve as supplementary information in managing liquidity risk position. Sources of funding are diversified to minimize funding concentration. Liquidity contingency plan is in place to prepare the Bank in the case of a liquidity crisis.

31. MANAJEMEN RISIKO (lanjutan)

c. Pengelolaan risiko likuiditas (lanjutan)

Profil sisa umur aset dan liabilitas Bank berdasarkan perjanjian dengan nasabah/pihak lawan pada tanggal 31 Desember 2021 dan 2020, adalah sebagai berikut:

31. RISK MANAGEMENT (continued)

c. Liquidity risk management (continued)

The maturity profiles of the Bank's assets and liabilities based on contractual agreements with customers/counterparties as of December 31, 2021 and 2020 are as follows:

31 Desember/*December* 2021

	Total	Sampai dengan 1 bulan/ Sampai dengan 1 bulan/ *Up to 1 month*	Lebih dari 1 - 3 bulan/ *More than 1 - 3 month*	Lebih dari 3 - 6 bulan/ *More than 3 - 6 month*	Lebih dari 6 - 12 bulan/ *More than 6 - 12 month*	Lebih dari 12 bulan/ *More than 12 month*	Tidak memiliki kontrak jatuh tempo/ *No contractual* maturity	
Aset								***Assets***
Kas	224	224	-	-	-	-	-	*Cash*
Giro pada Bank Indonesia	16.354	16.354	-	-	-	-	-	*Current accounts with Bank Indonesia*
Giro pada bank lain	2.445	2.445	-	-	-	-	-	*Current accounts with other banks*
Penempatan pada bank Indonesia	1.139.500	1.139.500	-	-	-	-	-	*Placement with Bank Indonesia*
Investasi pada surat berharga	901.092	255.738	-	-	-	338.527	306.827	*Investment in marketable securities*
Aset lain-lain *)	4.940	1.602	-	720	-	2.618	-	*Other assets *)*
Sub-total	**2.064.555**	**1.415.863**	**-**	**720**	**-**	**341.145**	**306.827**	***Sub-total***
Dikurangi:								*Less:*
Cadangan kerugian penurunan nilai	(3.092)	(24)	-	-	-	-	(3.068)	*Allowance for impairment losses*
Total aset	**2.061.463**	**1.415.839**	**-**	**720**	**-**	**341.145**	**303.759**	***Total assets***
Liabilitas								***Liabilities***
Liabilitas segera	1.003	1.003	-	-	-	-	-	*Liabilities due immediately*
Liabilitas lain-lain **)	80.681	980	2.387	2.372	54.187	20.755	-	*Other liabilities **)*
Sub-total	**81.684**	**1.983**	**2.387**	**2.372**	**54.187**	**20.755**	**-**	***Sub-total***
Dana Syirkah Temporer								***Temporary Syirkah Funds***
Giro *mudharabah*	38.184	38.184	-	-	-	-	-	*Mudharabah demand deposits*
Deposito *mudharabah*	1.000.000	1.000.000	-	-	-	-	-	*Mudharabah time deposits*
Sub-total	**1.038.184**	**1.038.184**	**-**	-	**-**	**-**	**-**	***Sub-total***
Neto	**941.595**	**375.672**	**(2.387)**	**(1.652)**	**(54.187)**	**320.390**	**303.759**	***Net***

31 Desember/*December* 2020

	Total	Sampai dengan 1 bulan/ Sampai dengan 1 bulan/ *Up to 1 month*	Lebih dari 1 - 3 bulan/ *More than 1 - 3 month*	Lebih dari 3 - 6 bulan/ *More than 3 - 6 month*	Lebih dari 6 - 12 bulan/ *More than 6 - 12 month*	Lebih dari 12 bulan/ *More than 12 month*	Tidak memiliki kontrak jatuh tempo/ *No contractual* maturity	
Aset								***Assets***
Kas	182	182	-	-	-	-	-	*Cash*
Giro pada Bank Indonesia	4.163	4.163	-	-	-	-	-	*Current accounts with Bank Indonesia*
Giro pada bank lain	2.038	2.038	-	-	-	-	-	*Current accounts with other banks*
Penempatan pada bank Indonesia	49.100	49.100	-	-	-	-	-	*Placement with Bank Indonesia*
Investasi pada surat berharga	608.728	258.707	165.000	-	-	185.021	-	*Investment in marketable securities*
Piutang *murabahah*	54	-	-	-	-	54	-	*Murabahah receivables*
Aset lain-lain *)	5.144	175	1.084	3.885	-	-	-	*Other assets *)*
Sub-total	**669.409**	**314.365**	**166.084**	3.885	**-**	**185.075**	**-**	***Sub-total***
Dikurangi:								*Less:*
Cadangan kerugian penurunan nilai	(22)	-	-	-	-	(22)	-	*Allowance for impairment losses*
Total aset	**669.387**	**314.365**	**166.084**	**3.885**	**-**	**185.053**	**-**	***Total assets***
Liabilitas								***Liabilities***
Liabilitas segera	2	2	-	-	-	-	-	*Liabilities due immediately*
Giro *wadiah*	5	5	-	-	-	-	-	*Wadiah demand deposits*
Simpanan dari bank lain	4	4	-	-	-	-	-	*Deposits from other banks*
Liabilitas lain-lain **)	37.474	-	-	-	33.185	4.289	-	*Other liabilities **)*
Sub-total	**37.485**	**11**	**-**	**-**	**33.185**	**4.289**	**-**	***Sub-total***

31. MANAJEMEN RISIKO (lanjutan)

c. Pengelolaan risiko likuiditas (lanjutan)

31. *RISK MANAGEMENT (continued)*

c. *Liquidity risk management (continued)*

	31 Desember/*December* 2020							
	Total	Sampai dengan 1 bulan/ Sampai dengan 1 bulan/ *Up to 1 month*	Lebih dari 1 - 3 bulan/ *More than 1 - 3 month*	Lebih dari 3 - 6 bulan/ *More than 3 - 6 month*	Lebih dari 6 - 12 bulan/ *More than 6 - 12 month*	Dolar Lebih dari 12 bulan/ *More than 12 month*	Tidak memiliki kontrak jatuh tempo/ *No contractual* maturity	
Dana Syirkah Temporer								***Temporary Syirkah Funds***
Giro *mudharabah*	40.062	40.062	-	-	-	-	-	*Mudharabah demand deposits*
Deposito *mudharabah*	100	-	100	-	-	-	-	*Mudharabah time deposits*
Sub-total	**40.162**	**40.062**	**100**	-	**-**	**-**	**-**	***Sub-total***
Neto	**591.740**	**274.292**	**165.984**	**3.885**	**(33.185)**	**180.764**	**-**	***Net***

*) Aset lain-lain terdiri atas pendapatan yang masih akan diterima dan setoran jaminan
**) Liablitas lain-lain terdiri atas biaya masih harus dibayar dan liabilitas sewa

*) *Other assets consist of accrued income and security deposits*
**) *Other accrued income consist of accrued expenses and lease liabilities*

Usaha-usaha yang dilakukan Bank untuk mengatasi *maturity gap* yang ada adalah sebagai berikut:

1. Mengupayakan agar dana pihak ketiga disalurkan dalam bentuk piutang dan pembiayaan dengan jangka waktu yang tidak melebihi jangka waktu penghimpunan dana pihak ketiga. Dengan demikian dana jangka pendek pihak ketiga diupayakan disalurkan ke dalam pembiayaan jangka pendek. Demikian juga sebaliknya untuk pendanaan jangka panjang pihak ketiga diupayakan disalurkan ke dalam pembiayaan jangka panjang pula.

2. Mengupayakan agar dana pihak ketiga dihimpun dalam periode jangka panjang dengan memberikan imbal hasil yang lebih kompetitif.

Untuk memperkuat pengelolaan risiko likuiditas, Bank memaksimalkan fungsi Komite Aset dan Liabilitas (ALCO). Posisi keuangan dan strategi likuiditas untuk pendanaan, kecukupan permodalan, penetapan harga dan kesenjangan jatuh tempo didiskusikan di rapat ALCO untuk evaluasi, pertimbangan dan keputusan lebih lanjut.

The following are the Bank's efforts to reduce the existing maturity gap:

1. *Manage third party funds to be disbursed in the form of receivables and financing within the term period which shall not exceed the third party funding time period. The short-term third party funds shall be disbursed into the short-term receivables and financing. Similarly, long-term third party funds shall be disbursed into the long-term receivable and financing.*

2. *Striving for third party funds to be collected for longer-term period by granting competitive yields.*

To strengthen the management of liquidity risk, the Bank maximizes the function of Asset Liability Management Committee (ALCO). Financial positions, as well as various liquidity strategy of funding, capital adequacy, pricing and maturity gap are discussed in ALCO for further assessment, deliberation and decision.

d. Pengelolaan risiko operasional

Risiko operasional adalah risiko yang timbul karena kurang memadainya proses internal, kegagalan sistem, *human error, fraud,* dan kejadian eksternal yang mempengaruhi operasional Bank. Risiko operasional merupakan risiko terbesar yang perlu dikelola secara hati-hati karena dampak risiko operasional yang dapat mempengaruhi kelangsungan usaha Bank.

d. *Operational risk management*

Operational risk is the risk of loss arising from inadequate internal process, system failure, human error, fraud, and external events that affects the operations of the Bank. Operational risk is the major risk that should be managed carefully due to the impact of operational risk that can affect the Bank's going concern.

31. MANAJEMEN RISIKO (lanjutan)

d. Pengelolaan risiko operasional (lanjutan)

Pengendalian risiko operasional perlu dilakukan untuk memitigasi risiko operasional. Pengendalian risiko dilakukan melalui pemisahan tugas dan tanggung jawab, mekanisme *dual control/dual custody* dalam pelaksanaan transaksi, fungsi *override*/ otorisasi, pembatasan wewenang akses sistem, pendidikan serta penilaian karyawan secara berkelanjutan, dan proses penilaian dan pelaksanaan fungsi internal audit.

Untuk mendukung *monitoring* risiko operasional, Bank telah menerapkan metode, Seperti, dan tidak terbatas pada, *Incident Management & Data Collection (IMDC), Risk & Control Self-Assessment (RCSA), Key Risk Indicators (KRI), Business Continuity Management,* dan *Fraud Risk Management.*

Seluruh aspek pengelolaan risiko operasional tercantum secara resmi dan tertulis pada kerangka manajemen risiko operasional yang dievaluasi secara berkala untuk penyesuaian dan peningkatan.

Dalam rangka mengantisipasi dampak dari pandemi Covid-19 dan mendukung kebijakan pemerintah, beberapa hal yang dilakukan Bank, diantaranya:

- Sosialisasi terkait informasi dan tindakan preventif dalam menghadapi Covid-19 kepada karyawan;
- Pengamanan lingkungan/area kerja untuk karyawan dan nasabah;
- Pengaturan aktivitas kantor, seperti pelaksanaan *split operation, work from home*. pelaksanaan rapat/*training* melalui *conference call/video conference*, penyesuaian jam layanan, pengaturan jam kerja karyawan, dan sebagainya. Pengaturan aktivitas kantor ini dilakukan dengan tetap menerapkan langkah-langkah mitigasi yang diperlukan guna meminimalkan risiko-risiko yang mungkin dapat timbul dari diterapkannya kebijakan *work from home (WFH)*, maupun dari perubahan proses kerja internal lainnya.

31. RISK MANAGEMENT (continued)

d. Operational risk management (continued)

Controls of operational risk are necessary to mitigate the operational risk. The risk controls was done through the segregation of tasks and duties, dual control/dual custody mechanism in execution of transaction, override/ authorization function, restrictions on system access authority, employee education and assessment on an on going basis, and assessment and implementation of internal audit.

To facilitate the operational risk monitoring, the Bank has applied management tools, such as, and not limited to, Incident Management & Data Collection (IMDC), Risk & Control Self-Assessment (RCSA), Key Risk Indicators (KRI), Business Continuity Management, and Fraud Risk Management.

All aspect of operational risk management are written formally in operational risk framework and evaluated periodically for adjustments and improvements.

In order to anticipate the impact of the Covid-19 pandemic and support government policies, several things have been done by the Bank, including:

- *Socialization of information and preventive actions in facing Covid-19 to employees;*
- *Safety environment/work area for employees and customers;*
- *Arrangements for office activities, such as implementing split operations, working from home, conducting meetings/training via conference calls/video conferences, adjusting service hours, setting employee working hours, and so on. The regulation of office activities is carried out while still implementing the necessary mitigation measures in order to minimize the risks that may arise from the implementation of the work from home (WFH) policy, as well as from changes to other internal work processes.*

31. MANAJEMEN RISIKO (lanjutan)

e. Pengelolaan risiko kepatuhan

Risiko kepatuhan merupakan risiko akibat Bank tidak mematuhi dan/atau tidak melaksanakan peraturan perundang-undangan dan ketentuan yang berlaku bagi bank syariah. Dalam menjalankan kegiatan usaha pada industri perbankan, Bank diwajibkan untuk selalu tunduk terhadap peraturan perbankan yang diterbitkan baik oleh Pemerintah, Bank Indonesia, Otoritas Jasa Keuangan, dan Dewan Syariah Nasional. Ketidakmampuan Bank untuk mengikuti dan mematuhi seluruh peraturan perundangan yang terkait dengan kegiatan usaha perbankan dapat berdampak terhadap kelangsungan usaha Bank.

Adapun beberapa metode untuk memitigasi risiko kepatuhan yang telah dilakukan oleh Bank selama ini adalah:

a) Meminta seluruh karyawan dan satuan kerja yang ada agar lebih meningkatkan kehati-hatian dan ketelitian dalam melakukan kegiatan operasional Bank termasuk penyampaian laporan-laporan kepada Bank Indonesia.

b) Meneruskan program-program kepatuhan yang bersifat *ex-ante,* antara lain:

   i. Pelatihan (*in-house)* secara berkala mengenai kepatuhan dan manajemen risiko.
   ii. Keikutsertaan satuan kerja Kepatuhan dan satuan kerja Manajemen Risiko secara aktif dalam pengawasan pengembangan.
   iii. Mempertahankan komunikasi dan koordinasi yang efektif dengan Dewan Pengawas Syariah untuk menegakkan pelaksanaan fungsi kepatuhan terhadap prinsip syariah.

c) Melakukan identifikasi dan pengelolaan risiko kepatuhan sejak awal dengan memberikan masukan kepada unit bisnis serta unit operasional dalam hal pengembangan produk dan/atau aktivitas baru.

d) Melakukan penilaian terhadap kebijakan dan prosedur internal yang dimiliki dalam rangka memastikan bahwa seluruh peraturan eksternal telah diakomodasi dan dipatuhi dalam pelaksanaannya.

31. RISK MANAGEMENT (continued)

e. Compliance risk management

Compliance risk is the risks resulting from the failure of the Bank in fulfilling and/or implementing the prevailing laws and regulations for sharia bank. In engaging in the banking industry services, the Bank is required to always comply with the banking regulations issued by the Government, Bank Indonesia, Financial Services Authority, and National Sharia Board. The Bank inability to follow and comply with all laws and regulations related to the banking business activities may affect the continuity of the Bank.

Several methods to mitigate the compliance risks conducted by the Bank up to present are as follows:

a) Requesting all employees and units to further enhance prudence and thoroughness in performing the Bank's operations as well as in submitting regulatory reports to Bank Indonesia.

b) Continuance compliance programs that are ex-ante, among others:

   i. Training (in-house) periodically on compliance and risk management.

   ii. Participation of Compliance work units and Risk Management work units is actively in development supervision.

   iii. Maintain effective communication and coordination with the Sharia Supervisory Board to uphold the implementation of the function of compliance with sharia principles.

c) Identifying and managing compliance risk from the start by providing input to business units and operational units in developing new products and/or activities.

d) Conducting an assessment of the internal policies and procedures in place to ensure that all external regulations have been provided and adhered to in their implementation.

31. MANAJEMEN RISIKO (lanjutan)

e. Pengelolaan risiko kepatuhan (lanjutan)

e) Melakukan sosialisasi terkait peraturan yang berlaku kepada seluruh karyawan sehingga setiap unit kerja dapat melaksanakan tugas dan tanggung jawab sesuai dengan peraturan berlaku.

f) Bekerja sama dengan Dewan Pengawas Syariah dalam memastikan kepatuhan operasi Bank dengan prinsip Syariah.

g) Memberdayakan kepatuhan syariah untuk meninjau dan menganalisis kepatuhan dari produk Bank/kegiatan dengan prinsip Syariah.

f. Pengelolaan risiko hukum

Risiko akibat tuntutan hukum dan/atau kelemahan aspek yuridis, antara lain dapat disebabkan karena kurangnya pendukung hukum atau kelemahan dari kontrak. Selain itu, Bank juga harus mengikuti seluruh aturan yang ditetapkan oleh Bank Indonesia dan OJK. Kegagalan untuk mematuhi hukum dan peraturan yang berlaku dapat menimbulkan klaim litigasi terhadap Bank.

Mitigasi dan pengelolaan risiko yang dijalankan oleh Bank mencakup:

a) Melakukan analisa hukum atas produk dan/atau aktivitas baru, serta membuat standar dokumen hukum yang terkait dengan produk dan/atau aktivitas tersebut.

b) Memeriksa segala perjanjian yang akan dibuat antara Bank dengan pihak ketiga dan melakukan pemeriksaan berkala atas perjanjian yang telah dibuat.

c) Menerapkan standardisasi akad dan perjanjian kerja sama untuk program pembiayaan tertentu.

g. Pengelolaan risiko strategi

Risiko ini merupakan risiko akibat ketidaktepatan dalam pengambilan dan/atau pelaksanaan suatu keputusan strategi serta kegagalan dalam mengantisipasi perubahan lingkungan bisnis. Risiko ini timbul antara lain karena Bank menetapkan strategi yang kurang sejalan dengan visi dan misi Bank. melakukan analisis lingkungan strategi yang tidak komprehensif dan/atau terdapat ketidaksesuaian rencana strategi antar level strategi.

31. RISK MANAGEMENT (continued)

e. Compliance risk management (continued)

e) Disseminating information regarding applicable regulations to all employees so that each work unit can carry out its duties and responsibilities in accordance with the applicable regulations.

f) Cooperating with the Sharia Supervisory Board in ensuring compliance of the Bank's operations with sharia principles.

g) Empowering sharia compliance by reviewing and analyzing the compliance of the Bank's products/activities with sharia principles.

f. Legal risk management

Risks due to lawsuits and/or weakness in juridical aspects, among others, can be caused by lack of legal support or weakness of the contract. In addition, the Bank must also follow all the rules set by Bank Indonesia and OJK. Failure to comply with the applicable laws and regulations may result in litigation claims against the Bank.

Mitigations and risk management carried out by the Bank include:

a) Conducting legal analysis of new product and/or activities, as well as making standard legal documents related to these products and/or activities.

b) Examining all agreements to be made between the Bank and third parties and conducting periodic checks on agreements that have been made.

c) Implementing standardization of contracts and cooperation agreements for certain financing programs.

g. Strategic risk management

This risk refers to inaccuracies in taking and/ or implementing a strategic decision and failure to anticipate changes in the business environment. This risk arises, among others, because the Bank adopts a strategy that is not in line with the Bank's vision and mission, carries out a strategic environmental analysis that is not comprehensive and/or there are discrepancies in the strategic plan between strategic levels.

31. MANAJEMEN RISIKO (lanjutan)

g. Pengelolaan risiko strategi (lanjutan)

Risiko strategi juga timbul karena kegagalan dalam mengantisipasi perubahan lingkungan bisnis mencakup kegagalan dalam mengantisipasi perubahan teknologi, perubahan kondisi ekonomi makro, dinamika kompetisi di pasar dan perubahan kebijakan otoritas terkait.

Mitigasi dan pengelolaan risiko yang dijalankan oleh Bank mencakup:
a) Melakukan identifikasi dan kuantifikasi risiko strategi sejak awal penyusunan rencana bisnis Bank dengan berpedoman pada visi, misi, strategi dan kemampuan Bank.
b) Mengelola risiko strategi melalui proses pertimbangan dan pengambilan keputusan secara kolektif dan komprehensif di lingkungan Komite Manajemen Risiko, untuk selanjutnya disampaikan ke Direksi.
c) Pelaksanaan kaji ulang secara berkala untuk memastikan strategi dan rencana bisnis Bank masih relevan dengan situasi dan kondisi terkini dan mengukur tingkat keberhasilan pencapaian rencana bisnis Bank.

h. Pengelolaan risiko reputasi

Risiko akibat menurunnya tingkat kepercayaan pemangku kepentingan yang bersumber dari persepsi negatif terhadap Bank. Risiko ini timbul antara lain karena adanya pemberitaan media dan/atau rumor mengenai Bank yang bersifat negatif serta adanya strategi komunikasi bank yang kurang efektif.

Mitigasi dan pengelolaan risiko yang dijalankan oleh Bank mencakup:
a) Melakukan pengawasan terhadap pemberitaan media untuk memantau publikasi negatif atau keluhan nasabah yang muncul di media.
b) Membuat klarifikasi dan tanggapan sesuai dengan langkah terbaik yang ditempuh Bank apabila terdapat pemberitaan negatif dan keluhan nasabah yang muncul di media.
c) Melakukan analisis risiko reputasi yang mungkin timbul, serta strategi untuk mengantisipasi risiko saat meluncurkan produk/layanan/program baru Bank.

Merupakan risiko akibat perubahan tingkat imbal hasil yang dibayarkan Bank kepada nasabah karena terjadi perubahan tingkat imbal hasil yang diterima Bank dari penyaluran dana.

31. RISK MANAGEMENT (continued)

g. Strategic risk management (continued)

Strategic risks also arise from failure to anticipate changes in the business environment, including failure to anticipate changes in technology, changes in macroeconomic conditions, dynamics of competition in the market and changes in policies of relevant authorities.

Mitigations and risk management carried out by the Bank include:
a) Identifying and quantifying strategic risks from the start of the preparation of the Bank's business plan based on the Bank's vision, mission, strategy and capabilities.
b) Managing strategic risk through a collective and comprehensive consideration and decision-making process within the Risk Management Committee for submission to the Board of Directors.
c) Implementing regular reviews to ensure that the Bank's strategy and business plan is still relevant to the current situation and condition and to measure the success rate of achieving the Bank's business plan.

h. Reputation risk management

Risks due to reduced level of stakeholder trust stemming from negative perceptions to the Bank. This risk arises due to, among others, negative media coverage and/or rumors about the Bank as well as ineffective Bank's communication strategy.

Mitigations and risk management carried out by the Bank include:
a) Supervising media coverage to monitor negative publications or customer complaints that appear in the media.
b) Making clarifications and responses in accordance with the best steps taken by the Bank if there is negative news and customer complaints that appear in the media.
c) Performing a reputation risk analysis that may arise, as well as strategies to anticipate risks when launching new products/services/programs of the Bank.

It is a risk arising from 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 the distribution of funds.

31. MANAJEMEN RISIKO (lanjutan)

h. Pengelolaan risiko reputasi (lanjutan)

Mitigasi dan pengelolaan risiko yang dijalankan oleh Bank mencakup:

a) Kebijakan pemberian *pricing* kepada nasabah Dana Pihak Ketiga (DPK) dengan akad berbasis bagi hasil diputuskan pada rapat ALCO.
b) Monitoring dan pengukuran terhadap kebijakan *pricing* dilakukan minimal satu bulan sekali atau sesuai kebutuhan apabila terjadi tekanan pasar yang dapat meningkatkan risiko Bank.
c) Kecukupan penetapan limit dan proses kaji ulang yang memadai terhadap limit transaksi maupun portofolio DPK dengan akad berbasis bagi hasil dan sensitivitas terhadap perubahan *pricing* di pasar.
d) Estimasi secara berkala terhadap potensi kerugian ekonomis Bank pada kondisi pasar yang tidak normal guna melihat sensitivitas kinerja Bank terhadap perubahan suku bunga *benchmark* dan nisbah di pasar.

i. Pengelolaan risiko investasi

Risiko akibat Bank ikut menanggung kerugian usaha nasabah yang dibiayai dalam pembiayaan berbasis bagi hasil baik yang menggunakan metode *net revenue sharing* dan metode *profit and loss sharing*.

Mitigasi dan pengelolaan risiko yang dijalankan oleh Bank mencakup:

a) Identifikasi atas risiko aktivitas investasi dengan akad berbasis bagi hasil terhadap portofolio yang sudah ada atau potensi risiko yang mungkin timbul guna memudahkan dalam menyusun dan mengimplementasikan kebijakan investasi dengan akad berbasis bagi hasil yang jelas dan hati-hati. sehingga risiko tersebut dapat dikelola dan dikendalikan secara efektif.
b) Mengimplementasikan proses persetujuan investasi dengan akad berbasis bagi hasil yang efektif antara lain dengan menetapkan batas kewenangan (limit) dan mekanisme pengambilan keputusan investasi dengan akad berbasis bagi hasil.
c) Monitoring terhadap konsentrasi penyaluran dana dengan akad berbasis bagi hasil sehingga sesuai dengan *risk appetite* Bank.

31. RISK MANAGEMENT (continued)

h. Reputation risk management (continued)

Mitigation and risk management carried out by Bank include:

a) The policy for granting pricing to Third Party Fund (DPK) customers with a profit-sharing based contract is decided at the ALCO meeting.
b) Monitoring and measurement of the pricing policy is carried out at least once a month or as needed in case of market pressures that can increase the Bank's risk.
c) Adequacy of limit setting and an adequate review process of transaction limits and DPK portfolio with a profit-sharing based contract and sensitivity to changes in pricing in the market.
d) Periodic estimation of the Bank's potential economic losses in abnormal market conditions in order to see the sensitivity of the Bank's performance to changes in benchmark interest rates and market ratios.

i. Investment risk management

Risks due to the Bank taking part in the losses of the customers' business financed in profit-sharing based financing using both the net revenue sharing method and the profit and loss sharing method.

Mitigation and risk management carried out by Bank include:

a) Identification of the risks of investment activities with a profit-sharing agreement based on existing portfolios or on potential risks that may arise in order to facilitate the preparation and implementation of investment policies with a clear and careful profit-sharing based contract. so that these risks can be managed and controlled effectively.
b) Implementing an investment approval process with an effective profit-sharing based contract. among others. by setting limits of authority (limit) and a mechanism for making investment decisions with a profit-sharing based contract.
c) Monitoring the concentration of fund disbursement by means of a profit-sharing based contract so that it is in line with the Bank's risk appetite.

31. MANAJEMEN RISIKO (lanjutan)

i. Pengelolaan risiko investasi (lanjutan)

d) Secara efektif mengawasi dan mengendalikan sifat, karakteristik dan kualitas dari investasi dengan akad berbasis bagi hasil.

31. RISK MANAGEMENT (continued)

i. Investment risk management (continued)

d) Effectively supervise and control the nature. characteristics and quality of investments under a profit-sharing based contract.

32. LABA PER SAHAM DASAR

Laba per saham dasar dihitung dengan membagi laba tahun berjalan dengan rata-rata tertimbang jumlah saham biasa yang beredar pada tahun bersangkutan.

32. BASIC EARNINGS PER SHARE

Basic earning per share is calculated by dividing the income for the years by the weighted everage number of ordinary shares outstanding during the years.

	Tahun yang Berakhir pada tanggal 31 Desember/ *Year ended 31 December*		
	2021	**2020**	
(Rugi) laba bersih tahun berjalan	(121.275)	44.868	*Net (loss) income for the year*
Jumlah rata-rata tertimbang saham biasa yang beredar	12.785.947.587	8.193.072.560	*Weighted average number of ordinary shares outstanding*
Laba per saham dasar (nilai penuh)	**(9)**	**5**	***Basic earnings per share (full amount)***

Untuk tahun yang berakhir pada tanggal 31 Desember 2021, waran yang belum di *exercise* tidak diperhitungkan dalam perhitungan laba per saham dilusian karena instrumen tersebut bersifat antidilutif.

For the year ended December 31, 2021, unexercised warrant is not considered in the calculation of diluted earning per share as the instrument is antidilutive.

33. OPINI DEWAN PENGAWAS SYARIAH

Berdasarkan surat No. S.085.BOD/02.2022 tanggal 25 Februari 2022 dan No. S.001.SSB/01.2021 tanggal 26 Januari 2021, Dewan Pengawas Syariah (DPS) Bank menyatakan bahwa secara umum aspek syariah dalam operasional dan produk Bank untuk tahun yang berakhir pada tanggal 31 Desember 2021 dan 2020, telah mengikuti fatwa dan ketentuan syariah yang dikeluarkan oleh Dewan Syariah Nasional Majelis Ulama Indonesia (DSN-MUI), serta opini syariah dari DPS.

33. OPINION OF THE SHARIA SUPERVISORY BOARD

Based on letter No. S.085.BOD/02.2022 dated February 25, 2022 and No. S.001.SSB/01.2021 dated January 26, 2021, the Sharia Supervisory Board (DPS) of the Bank stated that in general, the sharia aspects on products and operations of the Bank for the years ended December 31, 2021 and 2020, have complied with fatwa and sharia regulations issued by National Sharia Board of Indonesian Ulama Council (DSN-MUI), and sharia opinion of DPS.

34. TAMBAHAN INFORMASI ARUS KAS

Perubahan pada liabilitas yang timbul dari aktivitas pendanaan pada laporan arus kas adalah sebagai berikut:

34. SUPPLEMENTARY CASH FLOW INFORMATION

Changes in liabilities arising from financing activities in the cash flow statements are as follows:

	1 Januari 2021/ *January 1, 2021*	Arus kas/ *Cash flow*	Aktivitas non-kas/ *Non-cash activitiy*	31 Desember/ *December 31,* 2021	
Liabilitas sewa	-	(8.693)	36.595	27.902	*Lease liabilities*

35. PERISTIWA SETELAH PERIODE PELAPORAN

a. Rapat Umum Pemegang Saham Luar Biasa

Berdasarkan Rapat Umum Pemegang Saham Luar Biasa tanggal 10 Februari 2022, Pemegang Saham mengambil beberapa keputusan sebagai berikut:

1. Meningkatkan modal dasar Perseroan dari 25.000.000.000 lembar saham atau sebesar Rp2.500.000 menjadi 50.000.000.000 lembar saham atau sebesar Rp5.000.000.
2. Menerima pengunduran diri Nurdiaz Alvin Pattisahusiwa dari pencalonannya sebagai Presiden Komisaris Independen, Basuki Hidayat dari Direktur Operasional dan Mohammad Riza dari Direktur Bisnis dengan memberikan pembebasan dan pelunasan sepenuhnya (acquit et de charge) atas tindakan pengurusan mereka dan mengangkat Rudy Hamdani sebagai Presiden Komisaris (Independen), Mayang Ekaputri sebagai Direktur, Budi Kusmiantoro sebagai *Chief Technology Officer* dan Willy Hambali sebagai *Chief Operating Officer*. Sehingga susunan Komisaris dan Direksi Bank menjadi sebagai berikut:

35. EVENTS AFTER REPORTING PERIOD

a. Extraordinary General Meeting of Shareholders

Based on the Extraordinary General Meeting of Shareholders dated February 10, 2022, the Shareholders took the following decisions:

1. *Increase the Company's authorized capital from 25,000,000,000 shares or Rp2,500,000 to 50,000,000,000 shares or Rp5,000,000.*
2. *Accept the resignation of Nurdiaz Alvin Pattisahusiwa from the Independent President Commissioner candidacy, Basuki Hidayat from the Director of Operations and Mohammad Riza from the Director of Business by granting full recease and discharge (acquit et de charge) for their management actions and appointing Rudy Hamdani as President Commissioner (Independent), Mayang Ekaputri as Director, Budi Kusmiantoro as Chief Technology Officer and Willy Hambali as Chief Operating Officer. So that the composition of the Bank's Commissioners and Directors will be as follows:*

Komisaris		***Board of Commissioners***
Presiden Komisaris (Independen)	Rudy Hamdani*	*President Commissioner (Independent)*
Komisaris	Ationo Teguh Basuki	*Commissioner*
Komisaris Independen	Fransisca Ekawati	*Independent Commissioner*
Direksi		***Board of Directors***
Direktur Utama	Dyota Mahottama Marsudi	*President Director*
Direktur	Mayang Ekaputri*	*Director*
Direktur	Firdila Sari	*Director*
Direktur Kepatuhan	Baiq Nadea Dzurriatin	*Compliance Director*

* Menunggu uji kemampuan dan kepatutan (*fit and proper test*) dari OJK.

* *Waiting for the fit and proper test from OJK.*

35. PERISTIWA SETELAH PERIODE PELAPORAN (lanjutan)

b. Informasi Waran

Berdasarkan Akta No. 25 tanggal 19 Januari 2022 dibuat di hadapan Yulia, S.H., Notaris di Jakarta, Bank meningkatkan modal ditempatkan dan disetor dari sebelumnya sebesar 13.241.354.364 lembar saham atau Rp1.324.135 menjadi 13.265.759.824 lembar saham atau Rp1.326.576 sehubungan dengan adanya pelaksanaan waran menjadi saham Perseroan sebanyak 24.405.460 lembar saham atau sebesar Rp2.441. Perubahan tersebut telah diterima dan dicatat di dalam Sistem Administrasi Badan Hukum Kementerian Hukum dan Hak Asasi Manusia Republik Indonesia No. AHU-AH.01.03-0061046 tanggal 27 Januari 2022.

Sampai dengan tanggal 15 Maret 2022, jumlah waran yang telah di ekskusi adalah sejumlah 73.167.464 lembar waran atau sebesar Rp8.048 dimana 72.687.264 lembar waran atau sebesar Rp7.268 telah dicatat sebagai modal ditempatkan dan disetor dan untuk sisa waran yang telah di eksekusi namun belum diaktakan sejumlah 480.200 lembar waran, masih dicatat sebagai dana setoran modal. Sisa waran yang belum di eksekusi sampai dengan tanggal laporan keuangan diterbitkan adalah sejumlah 2.726.832.536 lembar waran.

c. Perubahan Komite Audit

Berdasarkan Surat Keputusan No. SK.002. BOD/03.2022 tanggal 9 Maret 2022, Bank menetapkan susunan dan pengangkatan anggota Komite Audit sebagai berikut:

Ketua	Fransisca Ekawati	*Chairman*
Anggota	Diana Jaffar	*Member*
Anggota	Andreas Danny Soesanto	*Member*
Anggota	Rudy Hamdani	*Member*

35. EVENTS AFTER REPORTING PERIOD (continued)

b. Warants Information

Based on the Deed No. 25 dated January 19, 2022 of Yulia, S.H., Notary in Jakarta, the Bank increased the Bank's issued and fully paid capital from 13,241,354,364 shares or Rp1,324,135 to 13,265,759,824 shares or Rp1,326,576 in connection with warrants execution to the Bank's shares of 24,405,460 shares or Rp2,441. This changes has been accepted and recorded in the Administrative System of the Ministry of Law and Human Rights of the Republic of Indonesia No. AHU-AH.01.03-0061046 dated January 27, 2022.

As of March 15, 2022, the warrants which have been executed amounting to 73,167,464 warrants or Rp8,048 where 72,687,264 warrants or Rp7,268 have been recorded as issued and fully paid capital while for the remaining warrants which have been executed but have not been notarized amounting to 480,200 warrants, still recorded as capital deposit funds. Until the date of the financial statements, the remaining warrants that have not been executed are 2,726,832,536 warrants.

c. The changes of Audit Committee

Based on Decree No. SK.002.BOD/03.2022 dated March 9, 2022, the Bank sets the composition and appointment the Audit Committee members as follows:

Laporan Tahunan

2021

Annual Report

Aladin

Siap Berbagi kebaikan untuk Masa Depan

Ready to Share Kindness for The Future

PT Bank Aladin Syariah Tbk

Gedung Millennium Centennial Center, Lt 7,
Jl. Jenderal Sudirman Kav. 25.
Jakarta Selatan 12920 Indonesia

Tel: +62 21 85500947
E-mail: mautau@aladinbank.id

www.aladinbank.id