Bank Muamalat
Pertama Murni Syariah

2020
Laporan Tahunan
Annual Report

Tata Kelola Perusahaan

(Good Corporate Governance)

Daftar Isi

Laporan Pelaksanaan Tata Kelola Perusahaan

(Good Corporate Governance)

357 **Komitmen dan Kebijakan Penerapan GCG**
The Commitment and Policy in Terms of GCG Implementation

364 **Peningkatan Kualitas**
Quality Improvement

365 **Penilaian Penerapan GCG**
GCG Implementation Assessment

386 **Struktur dan Mekanisme *Corporate Governance***
Corporate Governance Structure and Mechanism

389 **Rapat Umum Pemegang Saham**
General Meeting of Shareholders

402 **Informasi Pemegang Saham Utama/Pengendali**
Information on the Ultimate/Controlling Shareholders

403 **Dewan Pengawas Syariah**
Sharia Supervisory Board

413 **Dewan Komisaris**
Board of Commissioners

428 **Komisaris Independen**
Independent Commissioners

431 **Direksi**
Board of Directors

448 **Hubungan Afiliasi antara Anggota Direksi, Dewan Komisaris dan Pemegang Saham Utama dan/atau Pengendali**
Affiliate Relationship Between the Member of The Board of Directors, The Board of Commissioners and Main and/or Controlling Shareholders

450 **Kebijakan Keberagaman Dewan Komisaris dan Direksi**
Diversity Policy of The Board of Commissioners and The Board of Directors

454 **Penilaian Dewan Komisaris dan Direksi**
Assessment of The Board of Commissioners and Directors

460 **Remunerasi Dewan Pengawas Syariah, Dewan Komisaris, dan Direksi**
Remuneration of Sharia Supervisory Board, Board of Commissioners and Directors

466 **Rapat Dewan Pengawas Syariah, Dewan Komisaris, dan Direksi**
Meeting of the Sharia Supervisory Board, the Board of Commissioners, and the Board of Directors

480 **Rapat Gabungan Dewan Komisaris dan Direksi**
The Joint Meeting of the Board of Commissioners and the Board of Directors

484 **Rapat Dewan Pengawas Syariah Bersama Dewan Komisaris dan Direksi**
Meeting of the Sharia Supervisory Board with the Board of Commissioners and the Board of Directors

485 **Komite Audit**
Audit Committee

494 **Komite Nominasi dan Remunerasi**
The Nomination and Remuneration Committee

502 **Komite Pemantau Risiko**
Risk Oversight Committee

512 **Komite Tata Kelola Perusahaan**
Corporate Governance Committee

517 **Komite Tata Kelola Terintegrasi**
The Integrated Governance Committee

521 **Komite di Bawah Direksi**
Committees under the Board of Directors

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

534 **Komite Manajemen Risiko**
Risk Management Committee

541 **Komite Sumber Daya Manusia**
Human Capital Committee

543 **Sekretaris Perusahaan**
Corporate Secretary

546 **Satuan Kerja Audit Internal**
Internal Audit Working Unit

551 **Sistem Pengendalian Internal**
Internal Control System

554 **Audit Eksternal**
External Audit

555 **Sistem Manajemen Risiko**
Risk Management System

555 **Satuan Kerja Kepatuhan**
Compliance Unit

562 **Anti Pencucian Uang dan Pencegahan Pendanaan Terorisme (APU & PPT)**
Anti Money Laundering and Terrorism Financing Prevention (AML & CFT)

564 **Perkara Penting**
Important Cases

565 **Sanksi Administratif**
Administrative Sanction

565 **Akses Informasi dan Data Perusahaan**
Access to Company Data and Information

568 **Kode Etik Perusahaan**
Company Code of Conducts

570 **Kebijakan Anti Korupsi/*Fraud* dan Sosialisasinya**
Anti-Corruption/Fraud Policy and Its Socialization

574 **Pengendalian Gratifikasi**
Gratification Control

575 **Transparansi Kondisi Keuangan dan Non-Keuangan**
Transparency of Company's Financial and Non-Financial Conditions

576 **Pembeliaan Kembali Saham dan Obligasi**
Buyback of Shares and Bonds

576 **Pemberian Dana untuk Kegiatan Sosial (CSR) dan Politik**
Provision of Funds for Social and Political Activities

576 **Batas Maksimum Penyaluran Dana (BMPD)**
Legal Lending Limit (LLL)

576 **Kebijakan Perlindungan Nasabah**
Customer Protection Policy

577 **Perlindungan Hak Kreditur**
Creditor Rights Protection

577 **Sistem Pelaporan Pelanggaran**
Whistleblowing System

580 **Pendapatan Non-Halal dan Penggunaannya**
Non-Halal Revenue and Use

580 **Penerapan Tata Kelola Terintegrasi**
Implementation of Integrated Governance

591 **Daftar Konsultan, Penasihat atau yang Dipersamakan**
List of Consultants, Advisors or others equalized

Turnaround Towards Profitability and Sustainability

Tata Kelola Perusahaan

Good Corporate Governance

Bank menerapkan lima prinsip dalam penerapan *Good Corporate Govenance* yang mencakup: Transparansi, Akuntabilitas, Responsibilitas, Profesional dan Kesetaraan/ Kewajaran. Prinsip-prinsip tersebut menjadi referensi bagi pengambilan keputusan yang bertanggung jawab, menghindari konflik kepentingan, optimalisasi kinerja, dan peningkatan akuntabilitas.

The Bank applies five principles in implementing Good Corporate Governance which includes: Transparency, Accountability, Responsibility, Professionalism and Equality/Fairness. The priciples serve as references in making responsible decisions, avoiding conflicts of interest, optimizing performance, and increasing accountability.

PT Bank Muamalat Indonesia Tbk ("Bank Muamalat Indonesia", "Bank") memandang penerapan prinsip Tata Kelola Perusahaan yang Baik atau *Good Corporate Governance* (GCG) bukan sekadar kewajiban akibat adanya peraturan yang harus dipatuhi. Lebih dari itu, penerapan GCG telah bertransformasi menjadi kebutuhan dunia usaha untuk mendukung upaya menciptakan kinerja yang berkelanjutan.

GCG merupakan prinsip-prinsip yang mendasari proses dan mekanisme pengelolaan perusahaan berlandaskan kepatuhan terhadap peraturan perundang-undangan serta cerminan dunia usaha yang beretika. Karena itu, GCG menjadi salah satu faktor fundamental yang sangat penting bagi investor dalam menilai kinerja entitas perusahaan yang berkelanjutan hingga di masa mendatang.

PT Bank Muamalat Indonesia Tbk ("Bank Muamalat Indonesia", "Bank") views that the application of the principles of Good Corporate Governance (GCG) is not just an obligation due to regulations that must be obeyed. More than that, the implementation of GCG has transformed into a necessity for the business world to support efforts to create sustainable performance.

GCG contains the principles that underlie the processes and mechanisms of the management of the company based on compliance with regulation legislation and reflection of the ethical business world. Furthermore, GCG has become one of the fundamental factors for investors in assessing a company's ongoing performance.

Rapat Umum Pemegang Saham (RUPS) merupakan media komunikasi antara Pemegang Saham dengan Dewan Komisaris dan Direksi melalui forum tanya jawab yang diberikan kepada seluruh Pemegang Saham yang hadir pada setiap mata acara RUPS. Pada tahun 2020, RUPS digelar secara fisik pada tanggal 31 Agustus 2020.

The General Meeting of Shareholders (GMS) is a communication medium amongst the Board of Directors, the Board of Commissioners, and the shareholders through the Q&A given to all shareholders present at each GMS agenda. In 2020, GMS was held physically on August 31, 2020.

KOMITMEN DAN KEBIJAKAN PENERAPAN GCG

Bank Muamalat Indonesia memiliki komitmen untuk senantiasa meningkatkan implementasi prinsip-prinsip GCG di lingkungan Bank. Penerapan GCG tersebut dilakukan secara berkelanjutan, yang diawali dengan proses internalisasi di lingkungan Bank. Hal ini bertujuan agar semua unit di lingkungan organisasi Bank memiliki kesepahaman yang sama tentang pentingnya penerapan GCG.

Setiap unit organisasi di lingkungan Bank diharapkan menyertakan penerapan prinsip GCG secara konsisten dalam menjalankan fungsinya. Dengan demikian, hasil yang dicapai dapat memberikan kontribusi positif yang nyata bagi Bank dan seluruh pemangku kepentingan.

Bank menerapkan lima prinsip dalam penerapan GCG: Transparansi, Akuntabilitas, Responsibilitas, Profesional dan Kesetaraan/Kewajaran. Penerapan prinsip-prinsip tersebut di lingkungan Bank Muamalat diuraikan dalam tabel berikut ini:

THE COMMITMENT AND POLICY IN TERMS OF GCG IMPLEMENTATION

Bank Muamalat Indonesia is committed to continuously improving the implementation of GCG principles within the Bank. The implementation of GCG is carried out in a sustainable manner, beginning with an internalization process within the Bank. It is intended that all units within the Bank's organization have the same understanding as to the importance of implementing GCG.

Each organizational unit within the Bank is expected to consistently implement GCG principles in carrying out its functions. Thus, the results achieved can provide real, positive contributions for the Bank and all stakeholders.

The Bank applies five principles in implementing GCG: Transparency, Accountability, Responsibility, Professionalism and Equality/Fairness. The application of these principles within Bank Muamalat is described in the following table:

Prinsip Principle	**Penjelasan Implementasi di Bank Muamalat Indonesia**	Implementation Explanation at Bank Muamalat Indonesia
Transparansi "Sesungguhnya Allah menyuruh kamu menyampaikan amanat (hak/informasi) kepada yang berhak menerimanya" (QS. An-Nisa: 58) **Transparency** "Indeed, Allah commands you to render trust to whom it is due" (QS. An-Nisa: 58).	Keterbukaan atau transparansi mengandung unsur pengungkapan (*disclosure*) dan penyediaan informasi secara tepat waktu, memadai, jelas, akurat, dapat diperbandingkan serta mudah diakses oleh para pemangku kepentingan dan masyarakat. Bank dan jajaran manajemen selalu berupaya menjamin adanya keterbukaan dalam menyampaikan informasi materiil dan relevan. Begitu juga dalam melaksanakan proses pengambilan keputusan. Seluruh Informasi mudah diakses oleh para pemangku kepentingan sesuai dengan haknya. Kebijakan Bank Muamalat Indonesia dibuat secara tertulis dan dikomunikasikan kepada pemangku kepentingan yang berhak memperoleh informasi. Keterbukaan tidak hanya mengungkapkan informasi yang diwajibkan oleh peraturan perundang-undangan, tetapi juga hal penting dalam proses pengambilan keputusan sesuai ketentuan syariah, tanpa mengurangi kewajiban Bank memenuhi ketentuan kerahasiaan organisasi sesuai peraturan perundang-undangan yang berlaku.	Transparency contains the elements of disclosure and the provision of information in a timely, adequate, clear and accurate manner as well as comparable and easily accessed by the stakeholders and the public. The Bank and all levels of its management always seek to ensure transparency in conveying material, relevant information and transparency in the decision making process, about Bank Muamalat Indonesia, and that the information is easily accessed by the stakeholders in accordance with their rights. Bank Muamalat Indonesia's policy is communicated in writing to all stakeholders who are entitled to obtain the information. Transparency does not only mean the disclosure of information required by the legislation, but it is also important in the decision making process in accordance with the provisions of sharia, without reducing the Bank's obligation to comply with the provision on the confidentiality of the organization in accordance with the legislation in force.
Akuntabilitas "Sesungguhnya yang takut kepada Allah di antara hamba-hamba-Nya, hanyalah ulama (orang-orang yang berilmu pengetahuan)" (QS Fathir: 28). "Adakah sama orang yang berilmu pengetahuan dengan yang tidak berilmu pengetahuan" (QS Az-Zumar: 9). "Allah mengangkat derajat orang yang beriman di antara kamu dan orang yang memiliki ilmu pengetahuan beberapa derajat. Allah Mahamengetahui apa-apa yang kamu lakukan" (QS Al-Mujaadilah: 11). **Accountability** "Only those who fear Allah, from among His servants, who have knowledge" (QS Fathir: 28). "Are those who know equal to those who do not know?" (QS Az-Zumar:9). "Allah will raise those who have believed among you and those who were given knowledge, by degrees. And Allah is Acquainted with what you do." (QS Al-Mujaadilah: 11).	Akuntabilitas merupakan bagian dari kejelasan fungsi dalam organisasi dan cara mempertanggungjawabkannya sehingga pengelolaannya dapat berjalan secara efektif. Manajemen Bank Muamalat Indonesia mempertanggungjawabkan kinerjanya secara transparan dan wajar. Untuk itu, bisnis Bank Muamalat Indonesia harus dikelola secara benar, terukur dan sesuai kepentingan pelaku bisnis dengan tetap memperhitungkan kepentingan para pemangku kepentingan.	Accountability contains clarity of function within the organization and behaving responsibly, thus management can run effectively. Bank Muamalat Indonesia's management must be accountable for a fair and transparent performance. To that end, the business of Bank Muamalat Indonesia should be properly managed, measured and should be in accordance with the interests of the business while taking into account the interests of stakeholders.

Prinsip Principle	**Penjelasan Implementasi di Bank Muamalat Indonesia**	Implementation Explanation at Bank Muamalat Indonesia
Responsibilitas "Tiap-tiap diri bertanggung jawab atas apa yang telah diperbuatnya" (QS Al-Muddatsir: 38). **Responsibility** "Every soul, for what it has earned, will be retained." (QS Al-Muddatsir: 38).	Pertanggungjawaban atau responsibilitas merupakan bentuk kepatuhan terhadap peraturan perundang-undangan dan ketentuan internal serta tanggung jawab terhadap masyarakat dan lingkungan. Responsibilitas diperlukan agar dapat menjamin terpeliharanya kesinambungan usaha dalam jangka panjang dan mendapat pengakuan sebagai warga korporasi yang baik/*good corporate citizen*. Dalam bertindak, jajaran manajemen Bank Muamalat Indonesia selalu berpegang teguh pada prinsip kehati-hatian dan peraturan perundang-undangan yang berlaku serta prinsip pengelolaan bank yang sehat, dengan tetap menyadari segala risiko dan implikasi negatif yang mungkin ditimbulkan oleh tindakannya. Bank dan jajaran manajemen Bank harus selalu mengingat kepentingan seluruh pemangku kepentingan dalam menjalankan fungsinya dan menetapkan kebijaksanaan dalam mengambil keputusan.	Responsibility is about compliance toward legislation and internal regulations as well as responsibility towards society and the environment. Responsibility is required to ensure long-term sustainability of the business and recognition as a good corporate citizen. Bank Muamalat Indonesia and every level of the Bank upholds the principles of prudence in all actions, along with the conformity of the Bank's management with applicable legislation and the principles of sound bank management, all, while remaining aware of possible risks and negative implications caused by its actions. The entire Bank must show consideration for the interests of all stakeholders in carrying out its functions, determining policies, or making decisions.
Profesional "Barang siapa meniru-niru suatu kaum, maka ia termasuk golongan mereka" (HR Abu Daud). "Sesungguhnya Allah mencintai seseorang apabila mengerjakan sesuatu pekerjaan, dilakukan secara profesional (*itqon*)" (HR Abu Ya'la dan di-*shahih*-kan oleh Albany). **Professional** "Whoever imitates a People becomes one of them" (HR Abu Dawud). "Trully, God loves someone who carries out work in a professional manner (itqon)" (HR Abu Ya'la dan dishahihkan oleh Albany).	Profesional adalah memiliki kompetensi, mampu bertindak objektif, bebas dari pengaruh/tekanan dari pihak mana pun (independen), terhindar dari benturan kepentingan serta memiliki komitmen yang tinggi untuk mengembangkan Bank Muamalat Indonesia. Bank dan seluruh jajaran manajemen menjamin bahwa Bank Muamalat Indonesia dikelola secara profesional tanpa adanya benturan kepentingan dan dapat menghindari pengaruh/tekanan dari pihak mana pun (independen) yang tidak sesuai dengan peraturan perundang-undangan yang berlaku dan prinsip-prinsip korporasi yang sehat. Implementasi prinsip profesional dan kemandirian dilaksanakan oleh Bank Muamalat Indonesia.	Being professional means possessing competence, able to act objectively, free of the influence or pressure from other parties (independent), free of conflicts of interest and posseses a strong commitment to develop Bank Muamalat Indonesia. Bank Muamalat Indonesia and all levels of its management ensure that the Bank is managed in a professional manner without any conflicts of interest and avoids influence or pressure from other parties (independent) which are not in accordance with the legislations in force and the principles of a sound corporation. Implementation of the principles of professionalism and independence are carried out by Bank Muamalat Indonesia.
Kewajaran dan Kesetaraan "Sesungguhnya Allah memerintahkan kamu untuk berlaku adil dan berbuat kebaikan" (QS An-Nahl: 90) "Wahai orang-orang yang beriman, jadilah kamu orang yang benar-benar penegak keadilan, menjadi saksi karena Allah biarpun terhadap dirimu sendiri atau ibu bapak dan kaum kerabatmu..." (QS An-Nisa: 135) **Fairness** "Indeed, Allah orders justice and good conduct" (QS An-Nahl: 90). "O you who have believed, persistently stand firm in justice, witnesses for Allah, even if it be against yourselves or parents and relatives..."(QS An-Nisa:135).	Kewajaran dan kesetaraan merupakan nilai dari perlakuan yang adil dan kesempatan yang sama sesuai proporsinya dalam memenuhi hak-hak pemangku kepentingan berdasarkan perjanjian dan peraturan perundang-undangan yang berlaku. Kesetaraan mengandung unsur kesamaan perlakuan dan kesempatan, sehingga senantiasa memperhatikan kepentingan pemegang saham, nasabah dan pemangku kepentingan lainnya berdasarkan asas kewajaran serta kesetaraan dari masing-masing pihak yang bersangkutan antara lain: 1. Bank Muamalat Indonesia menerapkan prinsip kewajaran yang diimplementasikan sebagai keadilan dan kesetaraan (*equal treatment*) di dalam memenuhi hak-hak pemangku kepentingan yang timbul berdasarkan perjanjian dan peraturan perundang-undangan yang berlaku. 2. Bank Muamalat Indonesia menjamin bahwa setiap pemangku kepentingan akan mendapatkan perlakuan yang setara tanpa diskriminasi sesuai dengan peraturan perundang-undangan yang ada.	Fairness and equality contain the elements of fair treatment and equal opportunity in accordance with the proportion in fulfilling the rights of stakeholders under the agreements and the legislation in force. Equality means the similarity of treatment and opportunity, thus always considering the interests of shareholders, customers and other stakeholders based on the principles of fairness towards each of the parties concerned. 1. Bank Muamalat Indonesia applies the principle of fairness implemented as justice and equality (equal treatment) in fulfilling the rights of the Stakeholders arising under the agreements, laws and regulations in force. 2. Bank Muamalat Indonesia ensures that all stakeholders receive equal treatment without discrimination in accordance with the laws and regulations in force.

Kebijakan Dasar GCG

Penerapan prinsip-prinsip GCG tidak hanya melekat pada Bank dan kebijakan yang dilahirkan, tetapi juga pada setiap jajaran organisasi. Seluruh insan Bank Muamalat Indonesia, tanpa terkecuali, dituntut untuk menyadari risiko yang mungkin muncul dalam setiap pekerjaan yang dilakukan.

Oleh karena itu, penerapan prinsip GCG menjadi keharusan sebagai landasan berpikir dan bertindak saat melaksanakan tugas dan tanggung jawabnya. Keberhasilan internalisasi prinsip GCG dalam setiap kebijakan akan menjadikan pengelolaan Bank dilakukan secara terbuka, jelas, dapat dipertanggungjawabkan, adil serta independen.

Bank menjadikan Anggaran Dasar Perusahaan sebagai dasar pedoman penerapan dan pelaksanaan prinsip-prinsip GCG yang telah disusun dari berbagai acuan Undang-undang dan peraturan regulator yang sesuai dengan kegiatan usaha Perusahaan.

Governance Framework

Dalam mengimplementasikan GCG, Bank memiliki beberapa tahapan yang disebut dengan *Governance Framework*. Adapun tahapan tersebut, yaitu:

GCG Basic Policy

The application of the Good Corporate Governance principles is not only in every policy but also at every level of the Bank. Every employee needs to be aware of the risks that may arise in every work activity.

Therefore, the application of GCG principles is imperative as a basis for thinking and acting when carrying out duties and responsibilities. The successful internalisation of the principles of Good Corporate Governance in every policy make the management of the Bank more transparent, definite, accountable, fair, and independent.

Bank Muamalat established the Company's Articles of Association as the basis guidelines for the implementation and application of GCG principles that have been compiled from various laws and regulations in accordance with the Company's business activities.

Governance Framework

In implementing GCG, the Bank has several stages known as the Governance Framework. The stages are:

Komitmen Tata Kelola	**Governance Commitment**
Tahapan awal dalam penerapan GCG yakni membangun komitmen dari seluruh jajaran Bank untuk menjadi bagian dalam implementasi tata kelola perusahaan. Bentuk implementasi komitmen dimulai dengan membangun landasan yang menjadi dasar pelaksanaan komitmen implementasi seperti Anggaran Dasar Perusahaan, Visi dan Misi Perusahaan, serta *code of conduct*.	The initial stage in implementation is building the commitment of the Bank's management to be part of the implementation of corporate governance. The commitment is formed by having a solid foundation as a basis of implementing the commitment such as the Company's Articles of Association, the Company's vision & mision, and Code of Conduct.
Struktur Tata Kelola	**Governance Structure**
Bank melengkapi dan menempatkan sumber daya yang tepat pada struktur perusahaan dan menyempurnakan berbagai infrastruktur pendukung untuk memastikan *governance process* dapat berjalan sebagaimana mestinya.	The Bank completes and places the right resources in the Company's structure as well as providing several supporting infrastructures to ensure that the governance process runs as it is supposed to be.
Mekanisme Tata Kelola	**Governance Mechanism**
Prinsip-prinsip GCG dibuat melekat dalam kebijakan, pedoman, prosedur kerja, dan aturan internal lainnya guna memastikan prinsip-prinsip tersebut terlaksana dan dapat memenuhi *governance process*.	The Governance Principles are arranged to be fitted in policies, guidelines, work procedures, and other internal rules to ensure that the governance principles are administered in compliance with the governance process.
Sosialisasi dan Evaluasi	**Dissemination and Evaluation**
Untuk memastikan jajaran perusahaan dapat mengimplementasikan prinsip-prinsip tata kelola yang telah diinternalisasi dalam sistem perusahaan maka tahapan berikutnya ialah melakukan sosialisasi kepada seluruh jajaran perusahaan. Dengan dilaksanakannya sosialisasi tersebut, diharapkan seluruh jajaran perusahaan memahami dan dapat mengimplementasikan GCG pada tiap pelaksanaan tugas dan tanggung jawabnya. Evaluasi dilaksanakan untuk memantau sampai sejauh mana implementasi telah dilaksanakan guna memperbaiki kekurangan untuk perbaikan di masa yang akan datang.	To make sure that all levels of the Company implement the principles of governance that have been internalised within the Company's system, the next step is then to disseminate information to its management. Thtough socialisation, it is expected that the all levels will comprehend and be able to properly implement governance in carrying out their duties and responsibilities. Evaluations are conducted to monitor how far the implementation has been performed and to rectify deficiencies for future improvement.

Dasar Penerapan *Corporate Governance*

Bank Muamalat Indonesia mengacu pada beragam peraturan perundang-undangan yang berlaku sebagai dasar penerapan GCG di lingkungan Bank. Peraturan tersebut, antara lain:

Basic Implementation of Corporate Governance

The application of GCG Bank Muamalat Indonesia refers to several regulations issued by the government and regulators that include:

Undang-undang

- Undang Undang No. 21 tahun 2008 tentang Perbankan Syariah.
- Undang-Undang No. 40 tahun 2007 tentang Perseroan Terbatas.

Peraturan Bank Indonesia

- Peraturan Bank Indonesia No. 11/3/PBI/2009 tentang Bank Umum Syariah sebagaimana telah diubah dengan Peraturan Bank Indonesia No. 15/13/PBI/2013.
- Peraturan Bank Indonesia No. 11/33/PBI/2009 tentang Pelaksanaan *Good Corporate Governance* bagi Bank Umum Syariah dan Unit Usaha Syariah.
- Peraturan Bank Indonesia No. 14/6/PBI/2012 tentang Uji Kemampuan dan Kepatutan (*Fit and Proper Test*) Bank Syariah dan Unit Usaha Syariah.

Surat Edaran Bank Indonesia

- 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.
- Surat Edaran Bank Indonesia No. 15/50/DPbS No. 11/9/DPbS tanggal 7 April 2009 perihal Bank Umum Syariah sebagaimana telah diubah dengan Surat Edaran Bank Indonesia No. 15/50/DPbS.

Peraturan OJK

- Peraturan Otoritas Jasa Keuangan No. 8/POJK.03/2014 tentang Penilaian Tingkat Kesehatan Bank Umum Syariah dan Unit Usaha Syariah.
- Peraturan Otoritas Jasa Keuangan No. 17/POJK.03/2014 tentang Penerapan Manajemen Risiko Terintegrasi bagi Konglomerasi Keuangan.
- Peraturan Otoritas Jasa Keuangan No. 18/POJK.03/2014 tentang Penerapan Tata Kelola Terintegrasi bagi Konglomerasi Keuangan.
- Peraturan Otoritas Jasa Keuangan No. 33/POJK.04/2014 tentang Direksi dan Dewan Komisaris Emiten atau Perusahaan Publik.
- Peraturan Otoritas Jasa Keuangan No. 8/POJK.04/2015 tentang Situs Web Emiten atau Perusahaan Publik.
- Peraturan Otoritas Jasa Keuangan No. 21/POJK.04/2015 tentang Penerapan Pedoman Tata Kelola Perusahaan Terbuka.
- Peraturan Otoritas Jasa Keuangan No. 31/POJK.04/2015 tentang Keterbukaan atas Informasi atau Fakta Material oleh Emiten atau Perusahaan Publik.
- Peraturan Otoritas Jasa Keuangan No. 27/POJK.03/2016 tentang Penilaian Kemampuan dan Kepatutan bagi Pihak Utama Lembaga Jasa Keuangan.

Laws

- Law of the Republic of Indonesia No. 21 of 2008 concerning Sharia Banking.
- Law of the Republic of Indonesia No. 40 of 2007 concerning Limited Liability Companies.

Bank Indonesia's Regulations

- Bank Indonesia's Regulation No. 11/3/PBI/2009 regarding Sharia Commercial Banks as amended by Bank Indonesia's Regulation No. 15/13/PBI/2013.
- Bank Indonesia's Regulation Number 11/33/PBI/2009 on the Implementation of Good Corporate Governance for Sharia Commercial Banks and Sharia Business Units.
- Bank Indonesia's Regulation Number 14/6/PBI/2012 regarding Fit and Proper Test for Sharia Commercial Banks and Sharia Business Units.

Bank Indonesia's Circular Letter

- Bank Indonesia's Circular Letter Number 12/13/DPbS dated 30 April 2010 on GCG Implementation for Sharia Commercial Banks and Sharia Business Units.
- Bank Indonesia's Circular Letter Number 15/50/DPbS Number 11/9/DPbS dated 7 April 2009 regarding Sharia Commercial Bank as amended by Bank Indonesia's Circular Letter Number 15/50/DPbS.

Financial Services Authority (OJK) Regulations

- OJK Regulation Number 8/POJK.03/2014 concerning Risk-Based Rating of Sharia Commercial Banks and Sharia Business Units.
- OJK Regulation Number 17/POJK.03/2014 on the Implementation of Integrated Risk Management for Financial Conglomerates.
- OJK Regulation Number 18/POJK.03/2014 on the Implementation of Integrated Governance for Financial Conglomerates.
- OJK Regulation Number 33/POJK.04/2014 about Directors and Board of Commissioners of Issuers or Public Companies.
- OJK Regulation Number 8/POJK.04/2015 regarding Issuers or Public Company Websites.
- OJK Regulation Number 21/POJK.04/2015 concerning the Application of Corporate Governance Guidelines for Public Companies.
- OJK Regulation Number 31/POJK.04/2015 concerning Transparency of Material Information or Facts by Issuers or Public Companies.
- OJK Regulation Number 27/POJK.03/2016 concerning the Assessment of Capability and Compliance for Parties Main Financial Services Institutions.

- Peraturan Otoritas Jasa Keuangan No. 29/POJK.04/2016 tentang Laporan Tahunan Emiten atau Perusahaan Publik.
- Peraturan Otoritas Jasa Keuangan No. 65/POJK.03/2016 tentang Penerapan Manajemen Risiko bagi Bank Umum Syariah dan Unit Usaha Syariah.
- Peraturan Otoritas Jasa Keuangan No. 46/POJK.03/2017 tentang Pelaksanaan Fungsi Kepatuhan Bank Umum.
- Peraturan Otoritas Jasa Keuangan Republik Indonesia No. 15/POJK.04/2020 tentang Rencana dan Penyelenggaraan Rapat Umum Pemegang Saham Perusahaan Terbuka.
- Peraturan Otoritas Jasa Keuangan Republik Indonesia No. 16/POJK.04/2020 tentang Pelaksanaan Rapat Umum Pemegang Saham Perusahaan Terbuka secara Elektronik.

Surat Edaran OJK

- Surat Edaran Otoritas Jasa Keuangan No. 10/SEOJK.03/2014 tentang Penilaian Tingkat Kesehatan Bank Umum Syariah dan Unit Usaha Syariah.
- Surat Edaran Otoritas Jasa Keuangan No. 32/SEOJK.04/2015 tentang Pedoman Tata Kelola Perusahaan Terbuka.
- Surat Edaran Otoritas Jasa Keuangan No. 30/SEOJK.04/2016 tanggal 3 Agustus 2016 tentang Bentuk dan Isi Laporan Tahunan Emiten atau Perusahaan Publik.

Lain-lain

- Anggaran Dasar PT Bank Muamalat Tbk.
- Pedoman Umum *Good Governance* Bisnis Syariah.
- *Board Manual* PT Bank Muamalat Indonesia Tbk.
- Kebijakan *Good Corporate Governance* PT Bank Muamalat Indonesia Tbk.
- Pedoman dan Prosedur Pelaksanaan Penanganan Pelaporan Pengaduan Nasabah PT Bank Muamalat Indonesia Tbk.
- Kode Etik Bankir.
- Kode Etik Bank Muamalat Indonesia.
- *Ittifaq* Muamalat.

Governance Outcome dan Penghargaan

Bank Muamalat Indonesia secara konsisten memiliki komitmen yang tinggi dalam menerapkan prinsip-prinsip GCG dengan tujuan sebagai berikut:

1. Mengendalikan dan mengarahkan hubungan antara Organ Perusahaan (Pemegang Saham, Dewan Komisaris, Direksi dan Dewan Pengawas Syariah), karyawan, nasabah, mitra kerja, serta masyarakat dan lingkungan agar seluruh aktivitas Bank dapat dijalankan dengan baik sesuai dengan prinsip-prinsip GCG.

- OJK Regulation Number 29/POJK.04/2016 concerning Annual Reports of Issuers or Public Companies.
- OJK Regulation Number 65/POJK.03/2016 concerning Application of Risk Management for Sharia Commercial Banks and Sharia Business Units.
- OJK Regulation Number 46/POJK.03/2017 concerning the Implementation of the Compliance Function of Commercial Banks.
- OJK Regulation Number 15/POJK.04/2020 on the Planning and Implementation of General Meeting of Shareholders of Public Companies.
- OJK Regulation Number 16/POJK.04/2020 about the Implementation of the General Meeting of Shareholders of Public Companies Electronically.

OJK Circular Letter

- OJK Circular Letter Number 10/SEOJK.03/2014 concerning the Soundness Rating of Sharia Commercial Banks and Sharia Business Units.
- OJK Circular Letter Number 32/SEOJK.04/2015 concerning the Guidelines for Governance of Public Companies.
- OJK Circular Letter Number 30/SEOJK.04/2016 dated August 3, 2016 on the Form and Content of Annual Report of Issuers or Public Companies.

Others

- Articles of Association of PT Bank Muamalat Tbk.
- General Guidelines for Sharia Business Good Governance.
- Manual Board of PT Bank Muamalat Indonesia Tbk.
- Good Corporate Governance Policy of PT Bank Muamalat Indonesia Tbk.
- Guidelines and Procedures for Implementing Customer Complaints Reporting PT Bank Muamalat Indonesia Tbk.
- Code of Conduct for Bankers.
- Bank Muamalat Indonesia's Code of Conduct.
- *Ittifaq* Muamalat.

Governance Outcome and Award

Bank Muamalat Indonesia is committed to implementing GCG principles consistently with the following objectives:

1. Control and direct relationships between the Company's Organs (Shareholders, Board of Commissioners, Board of Directors and Sharia Supervisory Board), employees, customers, partners, as well as the public and environment in order for the Bank to run well in accordance with GCG principles.

2. Meningkatkan citra (*image*) Bank Muamalat Indonesia menjadi semakin baik di tingkat nasional maupun regional.
3. Meningkatkan kinerja Bank Muamalat melalui program-program efisiensi perusahaan yang tercipta dari penerapan budaya GCG di setiap kegiatan operasional.
4. Meningkatkan pertanggungjawaban kepada pemangku kepentingan.
5. Mencegah terjadinya penyimpangan dalam pengelolaan Bank Muamalat.
6. Mempersiapkan landasan yang kuat bagi pertumbuhan berkelanjutan Bank Muamalat.

Dari manifestasi penerapan dan penegakan tata kelola terhadap penciptaan budaya kerja dan keberlangsungan perusahaan, Bank memperoleh manfaat berupa penghargaan sebagai dampak positif yang tercipta. Adapun beberapa penghargaan yang diperoleh Bank Muamalat Indonesia sepanjang tahun 2020 antara lain:

2. Improve the image of Bank Muamalat Indonesia to be better at national and regional levels.
3. Improve the performance of Bank Muamalat through the Company's efficiency programs created by the implementation of GCG culture in every operational activity.
4. Increase accountability to stakeholders.
5. Prevent the occurrence of irregularities in the management of Bank Muamalat Indonesia.
6. Prepare a strong foundation for the sustainable growth of Bank Muamalat Indonesia.

As a positive impact of the implementation and enforcement of governance on the creation of a work culture and sustainability of the Company, Bank Muamalat received several awards throughout 2020, including:

No	Nama Penghargaan Award	Jenis Penghargaan Type of Awards	Waktu Penghargaan Date of Awards	Pemberi Penghargaan Appreciator
1	Bronze Award – Excellence in Leadership Development	Human Resources Excellence Awards 2020	27 November 2020 November 27, 2020	Human Resources Online
2	Silver Award – Excellence in Graduate Recruitment and Development	Human Resources Excellence Awards 2020	27 November 2020 November 27, 2020	Human Resources Online
3	Gold Award – Excellence in Employee Branding	Human Resources Excellence Awards 2020	27 November 2020 November 27, 2020	Human Resources Online
4	Digital CX Award – Best Customer Experience in Islamic Banking 2020	Digital CX Award 2020	Juli 2020 July 2020	The Digital Banker
5	Digital CX Award – Best Customer Experience (ATM) 2020	Digital CX Award 2020	Juli 2020 July 2020	The Digital Banker
6	Best Islamic Finance Award – Kategori Wealth Management Bank 2020	Best Islamic Finance Award 2020	1 Oktober 2020 October 1, 2020	Alpha Southeast Asia
7	Top CSR Awards 2020	Top CSR Awards 2020	29 Juli 2020 July 29, 2020	Top Business Magazine
8	Peringkat Kedua – Kategori Kartu Debit Bank Umum Syariah (Buku 2) 2020 2nd Rank – Category of Sharia Commercial Bank Debit Card (Book 2) 2020	Digital Brand Award 2020	15 Mei 2020 May 15, 2020	Infobank
9	Peringkat Ketiga – Kategori Tabungan Bank Umum Syariah (Buku 2) 2020 3rd Rank – Category of Sharia Commercial Bank's Savings (Book 2) 2020	Digital Brand Award 2020	15 Mei 2020 May 15, 2020	Infobank
10	*2nd Best Overall* – Kategori Bank Umum Syariah 2020 2nd Best Overall – Sharia Commercial Bank 2020 Category	Digital Brand Award 2020	15 Mei 2020 May 15, 2020	Infobank
11	*2nd Best Overall Performance* – Kategori Kartu Debit Bank Umum Syariah 2020 2nd Best Overall Performance – Sharia Commercial Bank Debit Card Category 2020	Digital Brand Award 2020	15 Mei 2020 May 15, 2020	Infobank
12	Peringkat Pertama – Kategori Bank Umum Syariah (Buku 2) 2020 1st Rank – Category of Sharia Commercial Banks (Book 2) 2020	Digital Brand Award 2020	15 Mei 2020 May 15, 2020	Infobank

PENINGKATAN KUALITAS

Bank Muamalat Indonesia menerapkan berbagai inisiatif sebagai upaya peningkatan kualitas implementasi GCG secara berkesinambungan. Di antaranya adalah:

1. Melakukan evaluasi serta memutakhirkan kebijakan dan prosedur secara berkala dalam rangka menjaga efektivitas, kecukupan dan kesesuaian kebijakan serta prosedur yang dimiliki dengan mengacu pada ketentuan dan perundang-undangan yang berlaku.
2. Secara berkesinambungan, Direksi terus dan telah melakukan upaya-upaya dalam memperbaiki kinerja Bank dengan memperhatikan aspek kehati-hatian dan GCG.
3. Menyempurnakan struktur organisasi Bank sejalan dengan fokus bisnis Bank.
4. Melakukan pelatihan dan sertifikasi kepada pejabat dan pegawai secara berkesinambungan
5. Melakukan sosialisasi dalam rangka membangun budaya kepatuhan (*compliance culture*), budaya risiko dan budaya *anti-fraud* di lingkungan Bank.
6. Melakukan sosialisasi kode etik Bank dan *corporate culture*.
7. Setiap karyawan Bank Muamalat Indonesia diwajibkan untuk membuat persetujuan secara elektronik surat pernyataan kepatuhan, pelaksanaan GCG dan deklarasi *anti-fraud* secara berkala.
8. Dewan Pengawas Syariah (DPS) dan *Compliance* Syariah terus mengawal penerbitan produk dan aktivitas Bank agar sesuai dengan aspek syariah termasuk melakukan uji petik dalam memastikan penerapan kepatuhan syariah di unit bisnis Bank.

Standar Kualitas Penerapan *Corporate Governance*

Penerapan GCG di Bank Muamalat Indonesia pada prinsipnya telah berjalan dengan baik. Hal itu dijalankan dalam bentuk kerja sama antara Dewan Komisaris, Direksi, dan seluruh karyawan dalam setiap aktivitas yang bertujuan untuk melindungi kepentingan Bank, Pemegang Saham dan pemangku kepentingan.

Dalam rangka memastikan kualitas penerapan GCG, Bank mengadopsi standar terbaik dalam penerapan GCG. Hal itu, antara lain mengacu pada Peraturan Peraturan Bank Indonesia tentang Pelaksanaan *Good Corporate Governance* bagi Bank Umum Syariah dan Unit Usaha Syariah dan Peraturan Otoritas Jasa Keuangan tentang Penerapan Pedoman Tata Kelola Perusahaan Terbuka.

Standar-standar tersebut mengatur peran Dewan Komisaris dalam menjalankan fungsi pengawasan untuk memastikan kepengurusan perusahaan dilaksanakan oleh Direksi sesuai peraturan perundangan yang

QUALITY IMPROVEMENT

Bank Muamalat Indonesia implements various initiatives in an effort to improve the quality of GCG implementation on an ongoing basis. Among them are:

1. Evaluate and update policies and procedures gradually to maintain the productiveness, adequacy, and suitability of the policies and procedures with the provisions and legislation in force.
2. The Board of Directors continues to make efforts to improve the Bank's performance by taking into account the aspects of prudence and GCG.
3. Improve the organisational structure of the Bank in line with the Bank's business focus
4. Continuously undertake training and certification for officials and employees.
5. Conduct dissemination to build a compliance culture, risk culture, and anti-fraud culture within the Bank.
6. Conduct dissemination of the Bank's Code of Conduct and corporate culture.
7. Each employee is required to periodically make electronic approval of compliance statements, GCG implementation, and anti-fraud declarations.
8. Sharia Supervisory Board (DPS) and Sharia Compliance are in charge of the issuance of Bank products and activities based on sharia respects, including by conducting spotchecks in setting the seal on the implementation of sharia compliance in the Bank's business unit.

Corporate Governance Implementation Quality Standard

The GCG implementation at Bank Muamalat runs properly, and is committed to being a form of cooperation amongst the Board of Commissioners, the Board of Directors, and all employees in each activity to protect the interests of the Bank, shareholders and stakeholders.

To ensure the quality of GCG implementation, the Bank adopts the best standards in applying GCG in accordance with Bank Indonesia Regulations concerning Good Corporate Implementation Governance for Sharia Commercial Banks and Sharia Business Units and OJK Regulations regarding the Implementation of Governance Guidelines for Public Companies.

The standards govern the role of the Board of Commissioners in carrying out supervisory functions to ensure that the management of the Bank is well-executed by the Directors with the applicable laws and regulations

berlaku. Termasuk dalam memberikan nasihat/pendapat atas tindakan/kegiatan strategis yang akan dan telah dilaksanakan oleh Direksi secara hati-hati untuk mencapai tujuan Bank.

Sedangkan Direksi menegaskan untuk melaksanakan fungsi kepengurusannya secara amanah dan profesional dan menghindari terjadinya segala potensi benturan kepentingan. Demikian juga dengan organ-organ GCG lainnya yang saling bersinergi untuk menciptakan seluruh kegiatan operasional Bank berjalan sesuai dengan peraturan perundang-undangan yang berlaku

and provides advice/views on strategic actions/activities that will and have been cautiously undertaken by the Directors to achieve the Bank's goals.

The Board of Directors emphasises that carrying out its management functions was done in a professional manner and avoided any potential conflicts of interest. In the same way, the other GCG branches work together to ensure the Bank's operational activities run well under applicable laws and regulations.

PENILAIAN PENERAPAN GCG

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 serta Surat Edaran Otoritas Jasa Keuangan No. 10/SEOJK.03/2014 tentang Penilaian Tingkat Kesehatan Bank Umum Syariah dan Unit Usaha Syariah, Bank Syariah wajib melaksanakan penilaian sendiri (*self-assessment*) penerapan GCG di lingkungan Bank.

Prosedur Pelaksanaan Penilaian

Prosedur pelaksanaan penilaian GCG Bank dilakukan dengan metode *self-assessment* dan dilakukan secara berkala setiap tahunnya dengan memperhatikan 11 faktor penilaian pelaksanaan GCG yang ditetapkan oleh Bank Indonesia.

Penilaian *self-assessment* GCG di Bank Muamalat Indonesia dilaksanakan oleh Satuan Kerja Kepatuhan (SKK) setiap semester dengan tahapan sebagai berikut :

1. Persiapan materi penilaian yang dilakukan dengan mengacu kepada format kertas kerja atau kuisoner yang ditetapkan oleh regulator (OJK).
2. Pendistribusian kertas kerja/kuisoner *self asssessmet* GCG kepada organ perusahaan dan fungsi terkait
3. Dari hasil *feedback* yang diterima dari organ perusahaan dan fungsi terkait, maka Satuan Kerja Kepatuhan Bank melakukan *review* dan evaluasi atas pengisian kertas kerja/kuisoner. Dalam proses *review* dimungkinkan untuk meminta penjelasan atau klarifikasi dari unit terkait atas hasil pengisian kuisoner yang sudah dibuat.
4. Satuan Kerja Kepatuhan membuat analisa dari hasil pengisian kuisoner dan menuangkannya dalam sebuah Laporan *Self-Assessment* GCG.
5. Meminta *review* dan persetujuan kepada jajaran manajemen atas Laporan *self assessment* GCG yang telah disusun.

GCG IMPLEMENTATION ASSESSMENT

Referring to Bank Indonesia Regulation Number 11/33/PBI/2009 dated 7 December 2009 on the Implementation of Good Corporate Governance for Sharia Commercial Banks and Sharia Business Units as well as the OJK Circular Letter Number 10/SEOJK.03/2014 regarding the Rating of Soundness of Sharia Commercial Banks and Sharia Business Units, Sharia Banks are required to carry out self-assessment on the implementation of GCG within the Bank.

Assessment Implementation Procedure

The procedure for implementing the Bank's GCG assessment is carried out using the self-assessment method and performed periodically every year by taking into account the 11 GCG implementation assessment factors stipulated by Bank Indonesia.

The GCG self-assessment at Bank Muamalat Indonesia is carried out by the Compliance Unit (SKK) every semester with the following stages:

1. Preparation of material for the assessment carried out by referring to the working paper format or questionnaire set by the regulator (FSA).
2. Distributing GCG working papers/self-assessment questionnaires to Company organization and related functions
3. From the results of feedback received from the Company organization and related functions, the Bank's Compliance Unit reviews and evaluates the filling out of working papers/questionnaires. In the review process, it is possible to ask for an explanation or clarification from the related unit on the results of filling out the questionnaire that has been made.
4. The Compliance Unit analyzes the results of filling out the questionnaire and puts it in a GCG Self-Assessment Report.
5. Requesting review and approval from the management on the GCG self-assessment report that has been prepared.

6. Mengirimkan hasil Laporan *self-assessment* GCG yang telah disetujui manajemen kepada OJK sesuai dengan batas waktu yang berlaku.
7. Menginformasikan kepada Dewan Komisaris Bank atas hasil pelaksanaan penilaian *self assessment* GCG, salah satunya melalui rapat Komite Tata kelola Perusahaan.

Kriteria yang Digunakan

Dalam melakukan penilaian sendiri, Bank menggunakan kriteria yang mengacu aturan Bank Indonesia. Kriteria tersebut ialah:

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)
11. Transparansi kondisi keuangan dan non keuangan, laporan pelaksanaan *Good Corporate Governance* dan pelaporan internal

Pihak yang Melakukan Penilaian

Pihak yang melakukan penilaian adalah internal Bank Muamalat Indonesia mengingat penilaian ini menggunakan metode *self-assessment*.

Hasil *Self-Assessment* GCG

Pada tahun 2020, Bank Muamalat Indonesia melakukan penilaian sendiri (*self-assessment*) pelaksanaan GCG secara individual dan konsolidasi dengan hasil peringkat 3 (tiga) yang mencerminkan Manajemen Bank telah melakukan penerapan *Good Corporate Governance* yang secara umum cukup baik. Hal ini tercermin dari penerapan atas prinsip-prinsip *Good Corporate Governance* yang cukup memadai. Apabila terdapat kelemahan dalam penerapan prinsip *Good Corporate Governance* maka secara umum kelemahan tersebut cukup signifikan dan memerlukan perhatian yang cukup dari manajemen Bank.

6. Send the results of the GCG self-assessment report that has been approved by management to the FSA under the applicable time limit.
7. Inform the Board of Commissioners of the Bank on the results of the implementation of the GCG self-assessment, one of which is through the Corporate Governance Committee meeting

Used Criteria

In conducting self-assessment, the Bank uses criteria that refer to Bank Indonesia regulations. These criteria are:

1. Implementation of duties and responsibilities of the Board of Commissioners.
2. Implementation of duties and responsibilities of the Board of Directors.
3. Completeness and implementation of the Committee's duties.
4. Implementation of duties and responsibilities of the Sharia Supervisory Board.
5. Implementation of sharia principles in the activities of funding and financing as well as services.
6. Handling of conflict of interests.
7. Implementation of the Bank's Compliance Function.
8. Implementation of Internal Audit Function.
9. Implementation of External Audit Function.
10. Legal Lending Limit.
11. Transparency of financial and non-financial conditions, report of Good Corporate Governance implementation and internal reporting.

Party Conducting the Assessment

The party conducting the assessment is the internal Bank Muamalat Indonesia considering that this assessment uses the self-assessment method.

GCG Self-Assessment Results

In 2020, Bank Muamalat Indonesia conducted an assessment (self-assessment) of GCG implementation individually and consolidated with the results of rank 3 (three) that reflect the Bank's management has implemented Good Corporate Governance quite well or moderate. This is reflected in the adequate application of the principles of Good Corporate Governance. If there are weaknesses in the application, Good Corporate Governance principles are generally weak and it is quite significant and requires sufficient attention from Bank management.

ANALISIS	ANALYSIS
Dengan memperhatikan kertas kerja *self-assessment* secara komprehensif dan terstruktur, mencakup baik *governance structure*, *governance process*, dan *governance outcome* dapat diidentifikasi mengenai permasalahan berupa kelemahan dan penyebabnya (*root caused*) dan kekuatan pelaksanaan *Good Corporate Governance* sebagai berikut:	With regard to the self-assessment paper in a comprehensive and structured manner, governance structure, governance process and governance outcomes can be identified regarding problems in the form of weaknesses and their causes (root cause) and the implementation strengths Good Corporate Governance as follows:
Kekuatan pelaksanaan *Good Corporate Governance* PT Bank Muamalat Indonesia Tbk antara lain:	The strengths of implementing PT Bank Muamalat Indonesia Tbk Good Corporate Governance include:
Governance Structure	
Bank Muamalat telah memiliki struktur organisasi Dewan Komisaris, Direksi, Dewan Pengawas Syariah (DPS), Satuan Kerja Audit Intern, Satuan Kerja Manajemen Risiko dan Satuan Kerja Kepatuhan yang memadai dan masing-masing fungsi melaksanakan tugas dan tanggung jawabnya dengan baik. Jumlah dan komposisi anggota Dewan Komisaris, Direksi, DPS telah sesuai dengan regulasi dan skala bisnis Bank Muamalat. Dewan Komisaris, Direksi dan DPS Bank Muamalat yang telah efektif menjabat, telah dinyatakan lulus Penilaian Kemampuan dan Kepatutan (PKK) atau telah mendapatkan persetujuan dari OJK. Adapun rangkap jabatan anggota Dewan Komisaris, Direksi dan DPS Bank telah sesuai dengan ketentuan.	Bank Muamalat's organizational structure of a Board of Commissioners, Directors, Sharia Supervisory Board (DPS), Internal Audit Work Unit, Risk Management Work Unit and Compliance Work Unit are adequate and each function carries out its duties and responsibilities well. The composition of the members of the Board of Commissioners, Directors, DPS is in accordance with regulations and the business scale of Muamalat Bank. All members of The Board of Directors of Bank Muamalat have effectively served because it has passed the Assessment of Capability and Compliance (PKK) by the OJK. The concurrent positions of members of the Board of Commissioners, Board of Directors and DPS of the Bank are in accordance with the provisions.
Proses pengangkatan anggota Dewan Komisaris, Direksi, dan DPS telah melalui tahapan *assessment* oleh Komite Nominasi dan Remunerasi dengan 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.	The appointment of members of the Board of Commissioners, Directors and DPS has been through an assessment process by the Nomination and Remuneration Committee by taking into account the factors of integrity, competence, and financial reputation so that members of the Board of Commissioners, Directors and DPS have sufficient competence and relevance to their position to carry out duties and responsibilities and are capable of implementing competencies.
Dalam melaksanakan tugas dan tanggung jawabnya, Dewan Komisaris, Direksi dan DPS telah memiliki pedoman kerja yang mengatur pelaksanaan tugas dan tanggung jawab dari masing-masing fungsi. Dalam rangka membantu pelaksanaan tugas pengawasan, Dewan Komisaris telah membentuk dan memperbarui keanggotaan Komite Audit, Komite Pemantau Risiko, Komite Nominasi dan Remunerasi serta Komite Tata Kelola Perusahaan. Direksi juga telah membentuk 4 (empat) komite yaitu Risk Management Committee, IT Steering Committee, ALCO, dan Human Capital Committee guna mendukung efektivitas pelaksanaan tugas dan tanggung jawab Direksi.	In undertaking the duties and responsibilities, the Board of Commissioners, the Board of Directors and DPS have set work guidelines for the implementation of duties and responsibilities of each function. In order to assist the implementation of supervisory duties, the Board of Commissioners have formed and renewed the membership of the Audit Committee, Risk Oversight Committee, Nomination and Remuneration Committee and Corporate Governance Committee. The Board of Directors has also formed 4 (four) committees namely Risk Management Committee, IT Steering Committee, ALCO, and the Human Capital Committee to support the effectiveness of the implementation of the duties and responsibilities of the Directors.
Infrastruktur tata kelola Bank berupa kebijakan dan prosedur Bank, tugas pokok dan fungsi masing-masing struktur organisasi cukup memadai dan mendukung kegiatan usaha Bank serta telah dikinikan secara berkala. Dalam rangka meningkatkan kompetensi Sumber Daya Manusia, Bank juga telah menyelenggarakan *training/workshop*, sosialisasi dan sertifikasi dengan pemateri baik dari internal maupun eksternal.	The Bank's governance infrastructure in the form of Bank policies and procedures, and the main tasks and functions of each organizational structure are sufficient to support the Bank's business activities and have been updated regularly. In order to improve the competency of Human Resources, the Bank has also held training workshops, outreach and certification.

Governance Process

Dewan Komisaris telah melakukan upaya-upaya dalam rangka meningkatkan pelaksanaan aspek tata kelola perusahaan antara lain melakukan pengawasan terhadap kegiatan operasional Bank, memenuhi penyelenggaraan rapat-rapat Dewan Komisaris, memperbarui keanggotaan komite level Dewan Komisaris beserta *charter*/piagam komite. Komite-Komite yang dibentuk oleh Dewan Komisaris telah menyampaikan rekomendasi proses perbaikan kepada Dewan Komisaris. Dewan Komisaris dan Komite level Dewan Komisaris telah menyelenggarakan rapat sesuai dengan ketentuan. Dewan Komisaris telah menyelenggarakan rapat bersama Direksi guna melakukan pengawasan terhadap pelaksanaan tugas dan tanggung jawab Direksi dan pemberian nasihat oleh Dewan Komisaris 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 pengawasan terhadap realisasi RBB dan menyampaikan laporan hasil pengawasan kepada OJK secara periodik.

The Board of Commissioners has made efforts to improve the implementation of Corporate Governance, such as supervising the bank's operational activities, fulfilling the Board of Commissioners' meetings, and renewing membership for the Board of Commissioners level committees. Committees formed by the Board of Commissioners have submitted recommendations for the improvement processes to the Board of Commissioners. The Board of Commissioners and its Committees have convened meetings in accordance with the provisions. The Board of Commissioners have held a meeting with the Board of Directors to supervise the implementation of duties, responsibilities of the Board of Directors, and advice from the Board of Commissioners to the Board of Directors. The Board of Commissioners has approved the Bank's Business Plan (RBB) by taking into account the condition of external and internal factors of the Bank. The Board of Commissioners has also supervised the realization of the RBB and submitted reports on the results of supervision to FSA.

Dalam rangka melaksanakan tugas dan tanggung jawabnya memastikan pemenuhan aspek syariah, DPS telah melakukan uji petik di beberapa unit bisnis/cabang. Pelaksanaan uji petik dibantu oleh 3 (tiga) orang Liasion Officer yang berada di bawah supervisi unit kerja *Compliance*. DPS telah menyelenggarakan rapat rutin bulanan guna membahas dan memberikan opini terhadap usulan produk, jasa dan program sesuai dengan prinsip syariah yang diatur dalam Fatwa DSN-MUI. DPS telah melakukan pengawasan terhadap kegiatan usaha Bank dan menyampaikan laporan hasil pengawasannya kepada OJK secara periodik.

In order to carry out its duties and responsibilities to ensure compliance with sharia aspects, DPS has conducted a pick-test in several business units / branches. The picking test is assisted by 2 (two) Liaison Officers who are under the supervision of the Compliance Work Unit. DPS has held regular monthly meetings to discuss and provide opinions on proposed products, services and programs in accordance with the sharia principles regulated in the DSN-MUI Fatwa. DPS has supervised the Bank's business activities and delivered reports on the results of its supervision to the FSA.

Direksi bertanggung jawab penuh terhadap pelaksanaan kepengurusan Bank berdasarkan prinsip kehati-hatian, GCG dan syariah. Direksi telah menyusun Rencana Bisnis Bank (RBB) dan telah mendapatkan persetujuan Dewan Komisaris. Proses pengambilan keputusan Direksi antara lain dilakukan melalui rapat Direksi yang diselenggarakan seminggu sekali. Dalam rangka merealisasikan target bisnis dalam RBB dan memperbaiki kinerja Bank, Direksi telah melakukan upaya-upaya antara lain sebagai berikut:

a. Melakukan perbaikan-perbaikan atas tata Kelola pembiayaan melalui penyempurnaan komposisi dan limit kewenangan memutus pembiayaan, Penyempurnaan dan Penyusunan Ketentuan Internal, Pengembangan Perangkat Analisis dan tools, Peningkatan Kualitas SDM Terkait Risiko Pembiayaan, dan Pemantauan Pengelolaan Risiko Kredit.
b. Melakukan inisitaif perbaikan atas tata Kelola operasional Bank melalui Pengelolaan Risiko Operasional Bank, Penyempurnaan dan Penyusunan Ketentuan Internal terkait Operasional.
c. Melakukan pengelolaan risiko likuiditas antara lain pemantauan likuiditas secara ketat, *stress test* likuiditas, pemantauan pemenuhan ketentuan regulasi terkait likuiditas (antara lain GWM, PLM, RIM Syariah dan Giro RIM Syariah), mengupayakan alternatif sumber likuiditas baru dan menginisiasi perhitungan *Liquidity Coverage Ratio* (LCR) dan *Net Stable Funding Ratio* (NSFR).
d. Melakukan pengelolaan risiko reputasi antara lain melalui strategi komunisasi dan media *handling* serta penangangan *complaint*.

The Board of Directors is fully responsible for the management of the Bank based on the principles of prudence, GCG and sharia. The Directors have prepared a Bank Business Plan (RBB) and have obtained the approval of the Board of Commissioners. The Board of Directors' decision making process, among others, was conducted through a Board of Directors meeting held once a week. In order to realize the business targets in the RBB and improve the Bank's performance, the Board of Directors has made the following efforts:

a. Made improvements to the governance of financing by improving the composition and limits of authority to decide on financing, refined and drafted internal regulations, developed analytical tools, improved the quality of human resources related to financing risks, and monitored credit risk management.
b. Carried out initiatives to improve the Bank's operational governance through the Bank's Operational Risk Management, Improvement and Compilation of Operational Internal Regulations.
c. Managed liquidity risk, including strict liquidity monitoring, liquidity stress testing, monitoring of compliance with liquidity-related regulatory requirements (including GWM, PLM, RIM Syariah and Giro RIM Syariah), seeking alternative sources of new liquidity and initiating Liquidity Coverage Ratio (LCR) calculations and Net Stable Funding Ratio (NSFR).
d. Managed reputation risk, among others, through communication strategies and media handling as well as complaint handling.

g. Melaksanakan penerapan strategi pencegahan *Anti-Fraud* secara periodik melalui program *Anti-Fraud Awareness*, identifikasi kerawanan, dan *know your employee*.

g. Implement Anti Fraud prevention strategies periodically through the Anti Fraud Awareness program, identification of vulnerabilities, and know your employee.

Bank Muamalat juga telah melakukan evaluasi dan pengkinian terhadap ketentuan internal secara berkala dalam rangka menjaga efektivitas, kecukupan dan kesesuaian ketentuan internal dengan peraturan perundang-undangan yang berlaku serta prinsip syariah. Pengajuan produk dan aktivitas baru telah dikaji/dievaluasi oleh fungsi-fungsi terkait yaitu Manajemen Risiko, Kepatuhan dan Legal serta telah mendapatkan opini/persetujuan dari Dewan Pengawas Syariah (DPS) atas kesesuaian produk dan aktivitas baru dengan Fatwa Dewan Syariah Nasional-Majelis Ulama Indonesia (DSN-MUI).

Bank Muamalat has also evaluated and updated internal regulations on a regular basis in order to maintain the effectiveness, adequacy and conformity of internal regulations with applicable laws and regulations as well as sharia principles. Submissions of new products and activities have been reviewed/evaluated by the relevant functions, namely Risk Management, Compliance, and Legal, and have obtained an opinion/approval from the Sharia Supervisory Board (DPS) on the suitability of new products and activities with the Fatwa of the National Sharia Council - Indonesian Ulama Council (DSN-MUI).

Dalam proses penguatan modal perusahaan Pemegang Saham Pengendali (PSP) juga cukup kooperatif terhadap *corporate action* yang diajukan oleh Manajemen dan terbuka kepada para calon investor baru.

In the process of strengthening company capital, Controlling Shareholders (PSP) are also quite cooperative with corporate actions submitted by Management and are open to potential new investors.

Dengan upaya-upaya perbaikan terhadap proses bisnis dan operasional yang telah dilakukan, maka diharapkan dapat memperbaiki *governance outcome* dalam pelaksanaan tata kelola Bank Muamalat.

With the efforts to improve the business and operational processes that have been carried out, it is hoped that it can improve the governance outcome in the implementation of Bank Muamalat governance.

Governance Outcome

Rencana Bisnis Bank telah disusun dan dikaji secara komprehensif dengan memperhatikan peluang bisnis, kekuatan yang dimiliki Bank serta kelemahan dan ancaman. Direksi Bank telah menyampaikan Rencana Bisnis Bank kepada pemegang saham melalui Rapat Umum Pemegang Saham (RUPS). Selain itu, bank juga telah menyampaikan Rencana Bisnis Bank kepada pihak internal melalui *kick-off meeting* dengan seluruh pejabat Bank.

The Bank's Business Plan has been prepared and reviewed comprehensively by taking into account business opportunities, Bank strengths as well as weaknesses, and threats. The Board of Directors of the Bank has submitted the Bank's Business Plan to shareholders through the General Meeting of Shareholders (GMS). In addition, the bank has also submitted the Bank's Business Plan to internal parties through a kick-off meeting with all Bank officials.

Setiap pengambilan keputusan Dewan Komisaris, DPS dan Direksi Bank Muamalat dilakukan melalui rapat yang dituangkan dalam risalah rapat dan telah ditindaklanjuti oleh fungsi terkait sebagai upaya perbaikan.

Each decision making by the Board of Commissioners, DPS and the Board of Directors of Bank Muamalat is carried out through a meeting as outlined in the minutes of the meeting and has been followed up by related functions as an improvement effort.

Produk dan aktivitas yang diterbitkan oleh Bank Muamalat telah sesuai dengan Fatwa yang dikeluarkan oleh Dewan Syariah Nasional-Majelis Ulama Indonesia (DSN-MUI). Setiap produk dan aktivitas yang diterbitkan oleh Bank telah mendapat opini syariah dari DPS. Prosedur pelaksanaan (*Standard Operating Procedures*/SOP) dalam penghimpunan dana, penyaluran dana, dan pelayanan jasa Bank juga telah sesuai dengan regulasi dan prinsip syariah.

Products and activities issued by Bank Muamalat are in accordance with Fatwa issued by the National Sharia Board - Indonesian Ulema Council (DSN-MUI). Every product and activity issued by the Bank has obtained sharia opinion from DPS. Procedures for the implementation (Standard Operating Procedure/SOP) in collecting funds, channeling funds and providing Bank services are also appropriate with Islamic regulations and principles.

Secara umum rasio *prudential aspect* Bank masih sesuai dengan regulasi. Bank terus berupaya untuk memenuhi rasio *prudential aspect* Bank yang masih belum sesuai ketentuan yang berlaku.

In general, the Bank's prudential aspect ratio is still in accordance with regulations. The Bank continues to strive to meet the Bank's prudential aspect ratio, which is still not in accordance with the applicable regulations.

Beberapa faktor dalam pelaksanaan GCG yang masih perlu diperbaiki, oleh PT Bank Muamalat Indonesia Tbk, antara lain:

a. Proses atas 2 (dua) anggota komisaris non independen akan terus dilakukan.
b. Komite Pemantau Risiko dalam proses melengkapi seorang pihak independen yang ahli di bidang manajemen risiko.
c. Kualitas data pelaporan masih diupayakan sehingga dapat meminimalisasi denda yang dikenakan oleh otoritas.
d. Permodalan masih perlu diupayakan untuk mendukung ekspansi Bank dan pemenuhan cadangan sesuai dengan regulasi.
e. Masih terdapat temuan audit yang berulang dikarenakan kelalaian karyawan terhadap ketentuan internal/SOP

Several factors in the implementation of GCG that still need to be improved, by PT Bank Muamalat Indonesia Tbk, include:

a. The process for 2 (two) non-independent commissioners will continue.
b. The Risk Monitoring Committee is in the process of completing installation of an independent party who is an expert in risk management.
c. Efforts are still being made to improve the quality of reporting data so as to minimize fines imposed by the authorities.
d. Efforts still need to be made to support the Bank's expansion and fulfillment of reserves in accordance with regulations.
e. There are still repeated audit findings due to employee negligence on internal regulations / SOPs

Penerapan Aspek dan Prinsip Tata Kelola Perusahaan sesuai Ketentuan Otoritas Jasa Keuangan

Implementation of Corporate Governance Aspects and Principles in Accordance with Financial Services Authority Regulations

No	Prinsip Principal	Rekomendasi Recommendation	Penjelasan Rekomendasi OJK Explanation of OJK Recommendation	Penjelasan Penerapan di Bank Muamalat Explanation of Implementation at Bank Muamalat	Implementasi Implementation
I	**Aspek 1: Hubungan Perusahaan Terbuka dengan Pemegang Saham dalam Menjamin Hak-Hak Pemegang Saham** **Aspect 1: Relationship Between the Public Company and Shareholders in Guaranteeing the Rights of the Shareholders**				
	Prinsip 1 (satu) Meningkatkan Nilai Penyelenggaraan RUPS	1. Perusahaan Terbuka memiliki cara atau prosedur teknis pengumpulan suara (*voting*) baik secara terbuka maupun tertutup yang mengedepankan independensi, dan kepentingan pemegang saham.	Setiap saham dengan hak suara yang dikeluarkan mempunyai satu hak suara (*one share one vote*). Pemegang saham dapat menggunakan hak suaranya pada saat pengambilan keputusan, terutama dalam pengambilan keputusan dengan cara pengumpulan suara (*voting*). Namun demikian, mekanisme pengambilan keputusan dengan cara pengumpulan suara (*voting*) baik secara terbuka maupun tertutup belum diatur secara rinci. Perusahaan Terbuka direkomendasikan mempunyai prosedur pengumpulan suara dalam pengambilan keputusan atas suatu mata acara RUPS. Adapun prosedur pengumpulan suara (*voting*) tersebut harus menjaga independensi ataupun kebebasan pemegang saham. Sebagai contoh, dalam pengumpulan suara (*voting*) secara terbuka dilakukan dengan cara mengangkat tangan sesuai dengan instruksi pilihan yang ditawarkan oleh pimpinan RUPS. Sedangkan, dalam pengumpulan suara (*voting*) secara tertutup dilakukan pada keputusan yang membutuhkan kerahasiaan ataupun atas permintaan pemegang saham, dengan cara menggunakan kartu suara ataupun dengan penggunaan *electronic voting*.	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 dan Prosedur Pelaksanaan RUPS 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. 3. Pemungutan suara mengenai diri orang dan pemungutan suara mengenai hal-hal lain diatur sebagai berikut: a. Diri orang dilakukan secara tertulis dengan suara tertutup yang tidak ditandatangani; b. Mengenai hal-hal lain dilakukan secara lisan, kecuali apabila ketua RUPS menentukan lain tanpa ada keberatan dari 1 (satu) atau lebih pemegang saham yang hadir dalam RUPS	Telah diterapkan
	Principal 1 (one) Increase the Value of Implementing the General Meeting of Shareholders (GMS).	1. The Public Company has a way or technical procedure of voting in public or in private, which will put forward the independence and interest of the shareholders.	Each share has one vote. Shareholders may use their vote in decision making, especially by voting during the process of decision-making. However, the mechanism of decision-making by voting has not been arranged in a detailed manner whether it is in public or in private.	The Bank has established decision-making procedures through open or closed voting in the GMS that promote independence and the interests of shareholders. These provisions are stipulated in the Bank's Articles of Association and the GMS's Implementation Procedures as follows: 1. GMS Decisions making deliberation is conducted deliberation 2 In the event of an unresolved deliberation, the GMS decision is valid if approved by more than ½ (one half) of the total shares with voting rights were present at the GMS, unless the legislation and/or the Articles of Association determine that decision is valid if approved by a greater affirmative vote. 3. A vote on self-person and voting on other matters is set as follows: a. Silent, self-made in writing and unsigned; b. Regarding the other things done orally, unless the Chairman of the GMS decides otherwise without objection from 1 (one) or more shareholders present at the GMS. The Annual GMS held on August 31, 2020 was attended by all members of the Board of Directors and Board of Commissioners who have served effectively.	Has been implemented

No	Prinsip Principal	Rekomendasi Recommendation	Penjelasan Rekomendasi OJK Explanation of OJK Recommendation	Penjelasan Penerapan di Bank Muamalat Explanation of Implementation at Bank Muamalat	Implementasi Implementation
		2. Seluruh anggota Direksi dan anggota Dewan Komisaris Perusahaan Terbuka hadir dalam RUPS Tahunan.	Kehadiran seluruh anggota Direksi dan anggota Dewan Komisaris Perusahaan Terbuka bertujuan agar setiap anggota Direksi dan anggota Dewan Komisaris dapat memperhatikan, menjelaskan dan menjawab secara langsung permasalahan yang terjadi atau pertanyaan yang diajukan oleh pemegang saham terkait mata acara dalam RUPS.	RUPS Tahunan yang diselenggarakan pada tanggal 31 Agustus 2020 dihadiri oleh seluruh anggota Direksi dan Dewan Komisaris yang telah efektif menjabat.	
		2. The Board of Directors and Board of Commissioners of the public company are present in the AGMS.	The presence of the Board of Directors and Board of Commissioners of the public company is required so that the Board of Directors and Board of Commissioners are able to observe, explain, and answer directly the agenda-related problems or questions that are given by the shareholders in the GMS.	The Annual GMS held on 31 August 2020 was attended by all members of the Board of Directors and Board of Commissioners who have served effectively.	
		3. Ringkasan risalah RUPS tersedia dalam Situs Web Perusahaan Terbuka paling sedikit selama 1 (satu) tahun.	Perusahaan Terbuka wajib membuat ringkasan risalah RUPS dalam bahasa Indonesia dan bahasa asing (minimal dalam bahasa Inggris), serta diumumkan 2 (dua) hari kerja setelah RUPS diselenggarakan kepada masyarakat, yang salah satunya melalui situs web Perusahaan Terbuka. Ketersediaan ringkasan risalah RUPS pada situs web Perusahaan Terbuka memberikan kesempatan bagi pemegang saham yang tidak hadir untuk mendapatkan informasi penting dalam penyelenggaraan RUPS secara mudah dan cepat. Oleh karena itu, ketentuan tentang jangka waktu minimal ketersediaan ringkasan risalah RUPS di situs web dimaksudkan untuk menyediakan kecukupan waktu bagi pemegang saham untuk memperoleh informasi tersebut.	Bank telah menyusun ringkasan risalah RUPS baik dalam Bahasa Indonesia maupun Bahasa Inggris dan melakukan keterbukaan informasi kepada masyarakat 2 (dua) hari kerja setelah pelaksanaan RUPS, salah satunya adalah melalui situs web Bank (www. bankmuamalat.co.id) pada menu hubungan investor-RUPS yang tersedia selama lebih dari 1 (satu) tahun.	Telah diterapkan
		3. The summary of meeting minutes of the GMS is available on the public company website for at least 1 (one) year.	The Public Company is obliged to make a summary of meeting minutes of the GMS in Bahasa Indonesia and in a foreign language (at least in English). It must be announced 2 (two) working days after the meeting is executed for the public through the public company website. The availability of the summary of meeting minutes provides an opportunity for absent shareholders to get important information during the meeting quickly and easily. The provisions of how long the summary of meeting minutes may be available is to determine the adequate time for shareholders to retrieve the information.	The Bank has recorded the GMS resolution summary in Indonesian and English language and performs information disclosure to the public 2 (two) days after the GMS, one of the disclosures was performed through the Bank's website (www.bankmuamalat.co.id) in Investor Relation-GMS menu). The information is available for more than 1 (one) year.	Has been implemented

No	Prinsip Principal	Rekomendasi Recommendation	Penjelasan Rekomendasi OJK Explanation of OJK Recommendation	Penjelasan Penerapan di Bank Muamalat Explanation of Implementation at Bank Muamalat	Implementasi Implementation
	Prinsip 2 (dua) Meningkatkan Kualitas Komunikasi Perusahaan Terbuka dengan Pemegang Saham atau Investor.	1. Perusahaan Terbuka memiliki suatu kebijakan komunikasi dengan pemegang saham atau investor.	Adanya komunikasi antara Perusahaan Terbuka dengan pemegang saham atau investor dimaksudkan agar para pemegang saham atau investor mendapatkan pemahaman lebih jelas atas informasi yang telah dipublikasikan kepada masyarakat, seperti laporan berkala, keterbukaan informasi, kondisi atau prospek bisnis dan kinerja, serta Pelaksanaan Tata Kelola Perusahaan Terbuka. Disamping itu, pemegang saham atau investor juga dapat menyampaikan masukan dan opini kepada manajemen Perusahaan Terbuka. Kebijakan komunikasi dengan para pemegang saham atau investor menunjukkan komitmen Perusahaan Terbuka dalam melaksanakan komunikasi dengan para pemegang saham atau investor. Dalam kebijakan tersebut dapat mencakup strategi, program, dan waktu pelaksanaan komunikasi, serta panduan yang mendukung pemegang saham atau investor untuk berpartisipasi dalam komunikasi tersebut.	Di Kebijakan GCG diatur bahwa dalam melaksanakan hubungan dengan Pemegang Saham, Bank Muamalat Indonesia senantiasa mendorong penerapannya berdasarkan ketentuan sebagai berikut: 1. melindungi hak-hak Pemegang Saham sesuai dengan peraturan perundang-undangan dan Anggaran Dasar Perseroan; 2. menyelenggarakan Daftar Pemegang Saham secara tertib dan teratur sesuai dengan peraturan perundang-undangan dan Anggaran Dasar Perseroan; 3. menyediakan informasi mengenai Perseroan secara tepat waktu, benar dan teratur bagi seluruh Pemegang Saham, kecuali hal-hal yang bersifat rahasia; dan 4. memberikan penjelasan yang lengkap dan informasi yang akurat mengenai penyelenggaraan RUPS. Bank Muamalat Indonesia melakukan komunikasi dengan para pemegang saham melalui media komunikasi antara lain melalui Rapat Umum Pemegang Saham (RUPS), situs web Bank (www.bankmuamalat. co.id), *e-mail helpdesk*: investor.relations@ bankmuamalat. co.id, dan melalui surat menyurat dan/atau faksimile.	Telah diterapkan
	Principal 2 (two) Increase the Quality of Communication between the Public	1. The Company has a policy of open communication with shareholders or investors.	Communication between the Public Company with shareholders or investors means that shareholders and investors gain a clearer understanding of the information that has been published to the public, such as newsletters, information disclosure, conditions or business prospects and performance, as well as the Public Company's implementation of corporate governance. In addition, shareholders or investors can also submit feedback and opinions to the management of the Public Company. Communication policy with shareholders or investors shows the commitment of the Public Company in carrying out communications with shareholders or investors. This policy may include strategy, programs, and the timing of the communication, and guidance that supports shareholders or investors to participate in the communication.	The GCG policy regulates that in carrying out the relationship with the Shareholders, Bank Muamalat Indonesia continues its application based on the following conditions: 1. Protect the rights of shareholders in accordance with the legislation and the Articles of Association; 2. Maintain the List of Shareholders in an orderly and organized manner in accordance with the legislation and the Company's Articles of Association; 3. Provide information regarding the Company in a timely manner, and regularly to all shareholders, except the things that are secret; and 4. Provide a complete explanation and accurate information regarding the General Meeting of Shareholders. Bank Muamalat Indonesia communicates with its shareholders through the General Meeting of Shareholders (GMS), the Bank's website (www.bankmuamalat. co.id), helpdesk e-mail investor. relations @ bankmuamalat.co.id and correspondence/fax.	Has been implemented
		2. Perusahaan Terbuka mengungkapkan kebijakan komunikasi Perusahaan Terbuka dengan pemegang saham atau investor dalam situs web.	Pengungkapan kebijakan komunikasi merupakan bentuk transparansi atas komitmen Perusahaan Terbuka dalam memberikan kesetaraan kepada semua pemegang saham atau investor atas pelaksanaan komunikasi. Pengungkapan informasi tersebut juga bertujuan untuk meningkatkan partisipasi dan peran pemegang saham atau investor dalam pelaksanaan program komunikasi Perusahaan Terbuka.	Mekanisme komunikasi Pemegang Saham dengan Bank telah disiapkan salurannya sebagaimana dijelaskan pada situs web Bank.	Telah diterapkan

No	Prinsip Principal	Rekomendasi Recommendation	Penjelasan Rekomendasi OJK Explanation of OJK Recommendation	Penjelasan Penerapan di Bank Muamalat Explanation of Implementation at Bank Muamalat	Implementasi Implementation
		2. The Company has a policy of open communication with shareholders or investors.	Communication between the Public Company with shareholders or investors means that shareholders and investors gain a clearer understanding of the information that has been published to the public, such as newsletters, information disclosure, conditions or business prospects and performance, as well as the Public Company's implementation of corporate governance. In addition, shareholders or investors can also submit feedback and opinions to the management of the Public Company.	The communication mechanism of the Shareholders with the Bank has been prepared by its channel as described on the Bank's website.	Has been implemented
II	**Aspek 2: Fungsi dan Peran Dewan Komisaris** **Aspect 2: Functions and Roles of the Board of Commissioners**				
	Prinsip 3 (tiga) Memperkuat Keanggotaan dan Komposisi Dewan Komisaris	1. Penentuan jumlah anggota Dewan Komisaris mempertimbangkan kondisi Perusahaan Terbuka.	Jumlah anggota Dewan Komisaris dapat mempengaruhi efektivitas pelaksanaan tugas dari Dewan Komisaris. Penentuan jumlah anggota Dewan Komisaris Perusahaan Terbuka wajib mengacu kepada ketentuan peraturan perundang-undangan yang berlaku, yang paling kurang terdiri dari 2 (dua) orang berdasarkan ketentuan peraturan OJK tentang Direksi dan Dewan Komisaris Emiten atau Perusahaan Publik. Selain itu, perlu juga mempertimbangkan kondisi Perusahaan Terbuka yang antara lain yang meliputi karakteristik, kapasitas, dan ukuran, serta pencapaian tujuan dan pemenuhan kebutuhan bisnis yang berbeda di antara Perusahaan Terbuka. Namun demikian, jumlah anggota Dewan Komisaris yang terlalu besar berpotensi mengganggu efektivitas pelaksanaan fungsi Dewan Komisaris.	Per Desember 2020, jumlah anggota Dewan Komisaris adalah 5 (lima) orang di mana 3 (tiga) orang anggota Dewan Komisaris merupakan Komisaris Independen dan berdomisili di Indonesia. Penentuan jumlah anggota Dewan Komisaris tersebut telah memenuhi regulasi dan mempertimbangkan karakteristik, kapasitas, ukuran, dan komposisi terhadap Direksi serta pencapaian tujuan dan pemenuhan kebutuhan bisnis Bank.	Telah diterapkan
	Principal 3 (three) Strengthen the Membership and Composition of the Board of Commissioners	1. Determination of number of the Board of Commissioners members considering the conditions of the Public Company.	The number of the Board of Commissioners members may affect the effectiveness of the implementation of duties of the Board of Commissioners. The determination of the number of the Board of Commissioners members of the Public Company shall be based on the provisions of the prevailing laws and regulations. At least 2 (two) members based on the provisions of the Financial Services Authority Regulation No. 33 / POJK.04 / 2014 on the Board of Directors and Board of Commissioners of Issuers or Public Companies. In addition, it is also necessary to consider the conditions of the Public Company which include characteristics, capacities and size, as well as the achievement of objectives and the fulfillment of different business needs among the Public Companies. However, the excessive number of the Board of Commissioners members may potentially disrupt the effectiveness of the implementation of the Board of Commissioners functions.	As of December 2020, the number of members of the Board of Commissioners is 5 (five) people, of which 3 (three) members of the Board of Commissioners are Independent Commissioners and domiciled in Indonesia. The determination of the number of members of the Board of Commissioners has complied with the regulations and takes into account the characteristics, capacity, size and composition of the Board of Directors as well as the achievement of objectives and fulfilment of the Bank's business needs.	Has been implemented
		2. Penentuan komposisi anggota Dewan Komisaris memperhatikan keberagaman keahlian, pengetahuan, dan pengalaman yang dibutuhkan.	Komposisi Dewan Komisaris merupakan kombinasi karakteristik baik dari segi organ Dewan Komisaris maupun anggota Dewan Komisaris secara individu, sesuai dengan kebutuhan Perusahaan Terbuka. Karakteristik tersebut dapat tercermin dalam penentuan keahlian, pengetahuan, dan pengalaman yang dibutuhkan dalam pelaksanaan tugas pengawasan dan pemberian nasihat oleh Dewan Komisaris Perusahaan Terbuka. Komposisi yang telah memperhatikan kebutuhan Perusahaan Terbuka merupakan suatu hal yang positif, khususnya terkait pengambilan keputusan dalam rangka pelaksanaan fungsi pengawasan yang dilakukan dengan mempertimbangkan berbagai aspek yang lebih luas.	Komposisi anggota Dewan Komisaris memperhatikan keberagaman keahlian, pengetahuan, dan pengalaman yang dibutuhkan di mana keberagaman tersebut tercermin dalam keahlian dan pengalaman yang dimiliki masing-masing anggota Dewan Komisaris. Anggota Dewan Komisaris memiliki keahlian pada bidang: • Pasar modal dan investasi • Perbankan syariah • Asuransi • Industri keuangan • Keuangan	Telah diterapkan

No	Prinsip Principal	Rekomendasi Recommendation	Penjelasan Rekomendasi OJK Explanation of OJK Recommendation	Penjelasan Penerapan di Bank Muamalat Explanation of Implementation at Bank Muamalat	Implementasi Implementation
		2. Determination of the Board of Commissioners members composition pays attention to diversity of skills, knowledge, and experience required.	Composition of the Board of Commissioners is a combination of characteristics, both in terms of the Board of Commissioners organs and members of the Board of Commissioners individually, in accordance with the needs of the Public Company. Such characteristics may be reflected in the determination of skills, knowledge, and experience required for the implementation of supervisory and advisory duties by the Board of Commissioners. The composition which has taken into account the needs of the Public Company is a positive thing, especially regarding decision making in the context of the implementation of supervisory functions which are performed by taking into account various broader aspects.	The composition of the Board of Commissioners members takes into account the diversity of skills, knowledge, and experience required where such diversity is reflected in the skills and experience of each member of the Board of Commissioners. Each of the 5 (five) members of the Board of Commissioners has different skills such as: • Capital and Investment Markets • Sharia Banking • Insurance • Financial Industry • Strategic Management • Finance	Has been implemented
	Prinsip 4 (empat) Meningkatkan Kualitas Pelaksanaan Tugas dan Tanggung Jawab Dewan Komisaris.	1. Dewan Komisaris mempunyai kebijakan penilaian sendiri (*self-assessment*) untuk menilai kinerja Dewan Komisaris.	Kebijakan penilaian sendiri (*self-assessment*) Dewan Komisaris merupakan suatu pedoman yang digunakan sebagai bentuk akuntabilitas atas penilaian kinerja Dewan Komisaris secara kolegial. *Self-assessment* atau penilaian sendiri dimaksud dilakukan oleh masing-masing anggota untuk menilai pelaksanaan kinerja Dewan Komisaris secara kolegial, dan bukan menilai kinerja individual masing-masing anggota Dewan Komisaris. Dengan adanya *self-assessment* ini diharapkan masing-masing anggota Dewan Komisaris dapat berkontribusi untuk memperbaiki kinerja Dewan Komisaris secara berkesinambungan. Dalam kebijakan tesebut dapat mencakup kegiatan penilaian yang dilakukan beserta maksud dan tujuannya, waktu pelaksanaannya secara berkala, dan tolok ukur atau kriteria penilaian yang digunakan sesuai dengan dengan rekomendasi yang diberikan oleh fungsi nominasi dan remunerasi Perusahaan Terbuka, dimana adanya fungsi tersebut telah diwajibkan dalam Peraturan OJK tentang Komite Nominasi dan Remunerasi Emiten atau Perusahaan Publik.	Dewan Komisaris telah memiliki kebijakan penilaian sendiri (*self-assessment*) untuk menilai kinerja Dewan Komisaris.	Telah diterapkan
	Principal 4 (four) Improve the Quality of the Implementation of Duties and Responsibilities of the Board of Commissioners	1. The Board of Commissioners has a self-assessment policy to assess the performance of the Board of Commissioners.	The Board of Commissioners' self-assessment policy is a guideline used as a form of accountability for the collective performance of the Board of Commissioners. Self-assessment is conducted by each member to assess the performance of the Board of Commissioners collectively, rather than assessing the individual performance of each member of the Board of Commissioners. With this self-assessment, it is expected that each member of the Board of Commissioners can contribute to improve the performance of the Board of Commissioners on an ongoing basis. The policy may include assessment activities undertaken along with their aims and objectives, periodic implementation time, and benchmark or criteria of assessment used in accordance with the recommendations provided by the nomination and remuneration functions of the Public Company, in which the functionality has been required by the OJK Regulation Number 34/ POJK.04/2014 on the Nomination and Remuneration Committee of Issuers or Public Companies.	The Board of Commissioners has a policy of self-assessment for assessing the performance of the Board of Commissioners.	Has been implemented

No	Prinsip Principal	Rekomendasi Recommendation	Penjelasan Rekomendasi OJK Explanation of OJK Recommendation	Penjelasan Penerapan di Bank Muamalat Explanation of Implementation at Bank Muamalat	Implementasi Implementation
		2. Kebijakan penilaian sendiri (*self-assessment*) untuk menilai kinerja Dewan Komisaris, diungkapkan melalui Laporan Tahunan Perusahaan Terbuka.	Pengungkapan kebijakan *self-assessment* atas kinerja Dewan Komisaris dilakukan tidak hanya untuk memenuhi aspek transparansi sebagai bentuk pertanggungjawaban atas pelaksanaan tugasnya, namun juga, untuk memberikan keyakinan khususnya kepada para pemegang saham atau investor atas upaya-upaya yang perlu dilakukan dalam meningkatkan kinerja Dewan Komisaris. Dengan adanya pengungkapan tersebut pemegang saham atau investor mengetahui mekanisme *check and balance* terhadap kinerja Dewan Komisaris.	Kebijakan penilaian sendiri (*self-assessment*) untuk menilai kinerja Dewan Komisaris telah diungkapkan dalam Laporan Tahunan Bank.	Telah diterapkan
		2. The self-assessment policy to assess the performance of the Board of Commissioners is disclosed in the Public Company's Annual Report.	Disclosure of the self-assessment policy on the performance of the Board of Commissioners is conducted not only to fulfill the transparency aspect as a form of accountability for the implementation of its duties, but also to give confidence to shareholders or investors for the efforts to improve the Board of Commissioners' performance. With the disclosure, shareholders or investors know the mechanism of checks and balances on the performance of the Board of Commissioners.	Self-assessment policy to assess the performance of the Board of Commissioners has been disclosed in the Bank's Annual Report.	Has been implemented
		3. Dewan Komisaris mempunyai kebijakan terkait pengunduran diri anggota Dewan Komisaris apabila terlibat dalam kejahatan keuangan.	Kebijakan pengunduran diri anggota Dewan Komisaris yang terlibat dalam kejahatan keuangan merupakan kebijakan yang dapat meningkatkan kepercayaan para pemangku kepentingan terhadap Perusahaan Terbuka, sehingga integritas perusahaan akan tetap terjaga. Kebijakan ini diperlukan untuk membantu kelancaran proses hukum dan agar proses hukum tersebut tidak mengganggu jalannya kegiatan usaha. Selain itu, dari sisi moralitas, kebijakan ini membangun budaya beretika di lingkungan Perusahaan Terbuka. Kebijakan tersebut dapat tercakup dalam Pedoman ataupun Kode Etik yang berlaku bagi Dewan Komisaris. Selanjutnya, yang dimaksud dengan terlibat dalam kejahatan keuangan merupakan adanya status terpidana terhadap anggota Dewan Komisaris dari pihak yang berwenang. Kejahatan keuangan dimaksud seperti manipulasi dan berbagai bentuk penggelapan dalam kegiatan jasa keuangan serta Tindakan Pidana Pencucian Uang sebagaimana dimaksud dalam Undang-Undang No. 8 tahun 2010 tentang Pencegahan dan Pemberantasan Tindak Pidana Pencucian Uang.	Dalam Board Manual Bank Muamalat Indonesia di bab Etika Berkaitan dengan Penyuapan dan Kejahatan Keuangan diatur bahwa anggota Dewan Komisaris yang terlibat dalam tindak kejahatan keuangan sebagai status terpidana maka harus mengundurkan diri dari jabatan sebagai anggota Dewan Komisaris.	Telah diterapkan

No	Prinsip Principal	Rekomendasi Recommendation	Penjelasan Rekomendasi OJK Explanation of OJK Recommendation	Penjelasan Penerapan di Bank Muamalat Explanation of Implementation at Bank Muamalat	Implementasi Implementation
		3. The Board of Commissioners has a policy related to the resignation of members of the Board of Commissioners if involved in a financial crime.	The resignation policy of the Board of Commissioners members who are involved in a financial crime is a policy that can increase stakeholder trust towards Public Companies, so that the integrity of the Company will be maintained. This policy is required to assist in the smooth running of legal process and to ensure that the legal process does not interfere with business activities. In addition, in terms of morality, this policy builds an ethical culture within Public Companies. Such policies may be covered in the Guideline or Code of Conduct applicable to the Board of Commissioners. Furthermore, what is meant by involved in a financial crime is the status of a convicted person against the members of the Board of Commissioners from the authorized party. Such financial crimes include manipulation and various forms of embezzlement in financial services as well as Money Laundering Crime Act as referred to in Law Number 8 of 2010 on the Prevention and Eradication of Money Laundering.	In the Board Manual of Bank Muamalat Indonesia in the chapter of Ethics Related to Bribery and Financial Crimes it is stipulated that a member of the Board of Commissioners who is involved in financial crimes and convicted shall resign from his position as a member of the Board of Commissioners.	Has been implemented
		4. Dewan Komisaris atau Komite yang menjalankan fungsi Nominasi dan Remunerasi menyusun kebijakan suksesi dalam proses Nominasi anggota Direksi.	Berdasarkan ketentuan Peraturan OJK tentang Komite Nominasi dan Remunerasi Emiten atau Perusahaan Publik, komite yang menjalankan fungsi nominasi mempunyai tugas untuk menyusun kebijakan dan kriteria yang dibutuhkan dalam proses nominasi calon anggota Direksi. Salah satu kebijakan yang dapat mendukung proses nominasi sebagaimana dimaksud adalah kebijakan suksesi anggota Direksi. Kebijakan mengenai suksesi bertujuan untuk menjaga kesinambungan proses regenerasi atau kaderisasi kepemimpinan di perusahaan dalam rangka mempertahankan keberlanjutan bisnis dan tujuan jangka panjang perusahaan.	Bank telah memiliki dan menerapkan program *Talent Management* dan *Succession Plan. Talent Management* mempersiapkan *Pool of Talent* dari Bank sebagal upaya menyediaan dan penguatan Sumber Daya Insani di Bank. Suksesi diterapkan untuk penyiapan kader-kader terbaik dari *Pool of Talent* Bank yang siap menduduki posisi-posisi kritikal termauk posisi Direksi. Bank telah memiliki *database Pool of Talent* dan *Successor* berdasarkan proses identifikasi *talent* dan suksesor dengan menggunakan metodologi yang disiapkan Bank. Proses validasi dan kalibrasi dilakukan atas talenta dan Suksesor baik di tingkat Direktorat maupun di tingkat Direksi untuk posisi-posisi strategis yaitu posisi satu level di bawah Direksi dan Region Head. *Database* ini diperbaharui setiap tahun dan menjadi referensi Manajemen dalam melakukan rotasi maupun promosi karyawan serta untuk kebutuhan nominasi jabatan strategis termasuk Direksi.	Telah diterapkan
		4. Board of Commissioners or the Committee that manages the Nomination and Remuneration functions shall establish a succession policy in the Nomination process of the Board of Directors members.	Based on the provisions of the OJK Regulation Number 34 /POJK.04/2014 on the Nomination and Remuneration Committee of Issuers or Public Companies, the committee which runs the Nomination function has a duty to develop policy and criteria required in the Nomination process of candidates for the Board of Directors members. One of the policies that can support the Nomination process is the succession policy of the Board of Directors members. The succession policy aims to maintain the continuity of the regeneration process or leadership cadre in the company in order to maintain business sustainability and long-term objectives of the company.	The Bank created and implemented the Talent Management and Succession Plan program. Talent Management prepares a Pool of Talent from the Bank as an effort to provide and strengthen Human Resources at the Bank. Succession is implemented to prepare the best cadres from the Bank's Pool of Talent who are ready to occupy critical positions including a position on the Board of Directors. The Bank already has a database of the Pool of Talent and Successors based on the talent and successor identification process using a methodology prepared by the Bank. The validation and calibration process is carried out on both Talent and Successors at the Directorate level as well as the Board of Directors level for strategic positions, one level below the Board of Directors and Region Head. This database is updated annually and becomes the reference of Management in rotation and promotion of Employees and for the needs of nomination of strategic positions including the Board of Directors.	Has been implemented

No	Prinsip Principal	Rekomendasi Recommendation	Penjelasan Rekomendasi OJK Explanation of OJK Recommendation	Penjelasan Penerapan di Bank Muamalat Explanation of Implementation at Bank Muamalat	Implementasi Implementation
III	**Aspek 3: Fungsi dan Peran Direksi** **Aspect 3: Functions and Role of the Board of Directors**				
	Prinsip 5 (lima) Memperkuat Keanggotaan dan Komposisi Direksi.	1. Penentuan jumlah anggota Direksi mempertimbangkan kondisi Perusahaan Terbuka serta efektifitas dalam pengambilan keputusan.	Sebagai organ perusahaan yang berwenang dalam pengurusan perusahaan, penentuan jumlah Direksi sangat mempengaruhi jalannya kinerja Perusahaan Terbuka. Dengan demikian, penentuan jumlah anggota Direksi harus dilakukan melalui pertimbangan yang matang dan wajib mengacu pada ketentuan Peraturan Perundang-undangan yang berlaku, di mana berdasarkan Peraturan OJK tentang Direksi dan Dewan Komisaris Emiten atau Perusahaan Publik paling sedikit terdiri dari 2 (dua) orang. Di samping itu, dalam penentuan jumlah Direksi harus didasarkan pada kebutuhan untuk mencapai maksud dan tujuan Perusahaan Terbuka dan disesuaikan dengan kondisi Perusahaan Terbuka, meliputi karakteristik, kapasitas dan ukuran Perusahaan Terbuka serta bagaimana tercapainya efektivitas pengambilan keputusan Direksi.	Komposisi Direksi telah sesuai dengan regulasi dan telah mempertimbangkan karakteristik, kapasitas, dan skala usaha Bank. Per Desember 2020, jumlah Direksi sebanyak 6 (enam) orang dengan pembagian tugas sebagai Direktur Utama, Direktur Bisnis Ritel, Direktur Risiko, Direktur Keuangan, Direktur Operasi dan Direktur Kepatuhan. Direksi memiliki keahlian dan pengalaman yang sesuai dengan bidang tugasnya masing-masing.	Telah diterapkan
	Principal 5 (five) Strengthen the Membership and Composition of the Board of Directors.	1. Determination of the number of the Board of Directors members considering Public Company conditions and the effectiveness of decision making.	As the branch of the Company authorized in the management of the Company, determination of number of the Board of Directors members greatly affects the performance of Public Companies. Thus, the determination of the number of the Board of Directors members shall be conducted through careful consideration and shall be subject to the provisions of the applicable Laws and Regulations, under the OJK Regulation Number 33/POJK.34/2014 on the Board of Directors and Board of Commissioners of Issuers and Public Companies shall consist of at least 2 (two) members. In addition, the determination of the number of the Board of Directors members shall be based on the requirement to achieve the aims and objectives of the Public Companies and adjusted to the conditions of the Public Companies which include characteristics, capacities, and size of the Public Companies and how to achieve the effectiveness of the Board of Directors' decision-making.	The composition of the Directors is in accordance with the regulations and has considered business characteristics, capacity, and scale of the Bank. As of December 2020, the number of Directors stands at 6 (six) people with the distribution of duties as President Director, Retail Business Director, Risk Director, Finance Director, Operations Director and Compliance Director. Directors have expertise and experience in the field of their respective duties.	Has been implemented
		2. Penentuan komposisi anggota Direksi memperhatikan, keberagaman keahlian, pengetahuan, dan pengalaman yang dibutuhkan.	Seperti halnya Dewan Komisaris, keberagaman komposisi anggota Direksi merupakan kombinasi karakteristik yang diinginkan baik dari segi organ Direksi maupun anggota Direksi secara individu, sesuai dengan kebutuhan Perusahaan Terbuka. Kombinasi tersebut ditentukan dengan cara memperhatikan keahlian, pengetahuan, dan pengalaman yang sesuai pada pembagian tugas dan fungsi jabatan Direksi dalam mencapai tujuan Perusahaan Terbuka. Dengan demikian, pertimbangan kombinasi karakteristik dimaksud akan berdampak dalam ketepatan proses pencalonan dan penunjukan individual anggota Direksi ataupun Direksi secara kolegial.	Komposisi anggota Direksi juga memperhatikan keberagaman keahlian, pengetahuan, dan pengalaman yang dibutuhkan sesuai pembagian fungsi, tugas dan wewenang Direksi dalam mencapai tujuan Bank.	Telah diterapkan

No	Prinsip Principal	Rekomendasi Recommendation	Penjelasan Rekomendasi OJK Explanation of OJK Recommendation	Penjelasan Penerapan di Bank Muamalat Explanation of Implementation at Bank Muamalat	Implementasi Implementation
		2. Member of the Board of Directors who is in charge of accounting or finance has the skills and/or knowledge in accounting.	Similarly, like the Board of Commissioners, the diversity in composition of the Board of Directors members is a combination of desirable characteristics both in terms of the Board of Directors and members of the Board of Directors individually, in accordance with the needs of Public Companies. The combination is determined by taking into acount the appropriate skills, knowledge and experience on the division of duties and functions of the Board of Directors in achieving the objectives of Public Companies. Therefore, the consideration of the characteristic combinations will have an impact on the accuracy of the Nomination process and the individual appointment of the Board of Directors members or the Board of Directors collectively.	Composition of the Board of Directors members also takes into account the diversity of skills, knowledge, and experience required in the functions, duties and authorities of the Board of Directors in achieving the Bank's objectives.	Has been implemented
		3. Anggota Direksi yang membawahi bidang akuntansi atau keuangan memiliki keahlian dan/atau pengetahuan di bidang akuntansi.	Laporan Keuangan merupakan laporan pertanggungjawaban manajemen atas pengelolaan sumber daya yang dimiliki oleh Perusahaan Terbuka, yang wajib disusun dan disajikan sesuai dengan Standar Akuntansi Keuangan yang berlaku umum di Indonesia dan juga peraturan OJK terkait, antara lain peraturan perundang-undangan di sektor Pasar Modal yang mengatur mengenai penyajian dan pengungkapan Laporan Keuangan Perusahaan Terbuka. Berdasarkan peraturan perundang-undangan di sektor pasar modal yang mengatur mengenai tanggung jawab Direksi atas Laporan Keuangan, Direksi secara tanggung renteng bertanggung jawab atas Laporan Keuangan, yang ditandatangani Direktur Utama dan anggota Direksi yang membawahi bidang akuntansi atau keuangan. Dengan demikian, pengungkapan dan penyusunan informasi keuangan yang disajikan dalam laporan keuangan akan sangat tergantung pada keahlian, dan/atau pengetahuan Direksi, khususnya anggota Direksi yang membawahi bidang akuntansi atau keuangan. Adanya kualifikasi keahlian dan/atau pengetahuan di bidang akuntansi yang setidaknya dimiliki anggota Direksi dimaksud dapat memberikan keyakinan atas penyusunan Laporan Keuangan, sehingga Laporan Keuangan tersebut dapat diandalkan oleh para pemangku kepentingan (*stakeholders*) sebagai dasar pengambilan keputusan ekonomi terkait Perusahaan Terbuka dimaksud. Keahlian dan/atau pengetahuan tersebut dapat dibuktikan dengan latar belakang pendidikan, sertifikasi pelatihan dan/atau pengalaman kerja terkait.	Direktur yang membawahkan bidang akuntansi atau keuangan memiliki latar belakang pendidikan dan pengalaman kerja dibidang akuntansi dan keuangan meraih gelar sarjana Akuntansi dari Universitas Indonesia dan memiliki pengalaman berkarir di akuntan publik Ernst & Young (1993- 2003), Chief Financial Officer & Legal Entity Controller-JP Morgan Indonesia (JP Morgan Chase Bank Jakarta Branch & PT JP Morgan Securities Indonesia), dan Controller-PT Bank Rabobank International Indonesia; terakhir menjabat sebagai CFO & Finance Director PT Bank QNB Kesawan Tbk (2012-2015) sebelum menjabat sebagai Direktur Keuangan Bank Muamalat yang diangkat melalui RUPS Luar Biasa tanggal 7 September 2015.	
		3. Members of the Board of Directors who are in charge of accounting or finance have expertise and/or knowledge in accounting.	Financial Statements are management accountability reports on resources owned by Public Companies, which must be prepared and presented in accordance with Indonesian Financial Accounting Standards and the related Financial Services Authority regulations, including the laws and regulations on Capital Market sector governing the presentation and disclosure of Financial Statements of Public Companies. Based on the laws and regulations in the Capital Market sector governing the responsibilities of the Board of Directors on the Financial Statements, the Board of Directors is jointly responsible for the Financial Statements signed by the President Director and member of the Board of Directors who is in charge of accounting and finance.	Director in charge of accounting or finance has an educational background and work experience in accounting and finance Bachelor of Accounting degree from the University of Indonesia and has career experience in Ernst & Young's public accountants (1993-2003). Chief Financial Officer & Legal Entity Controller - JP Morgan Indonesia (JP Morgan Chase Bank Jakarta Branch & PT JP Morgan Securities Indonesia) and Controller - PT Bank Rabobank International Indonesia; lastly served as CFO & Finance Director of PT Bank QNB Kesawan Tbk (2012-2015) before serving as Finance Director of Bank Muamalat and was appointed through the Extraordinary General Meeting of Shareholders 7 September 2015.	Has been implemented

No	Prinsip Principal	Rekomendasi Recommendation	Penjelasan Rekomendasi OJK Explanation of OJK Recommendation	Penjelasan Penerapan di Bank Muamalat Explanation of Implementation at Bank Muamalat	Implementasi Implementation
	Prinsip 6 (enam) Meningkatkan Kualitas Pelaksanaan Tugas dan Tanggung Jawab Direksi.	1. Direksi mempunyai kebijakan penilaian sendiri (*self-assessment*) untuk menilai kinerja Direksi.	Seperti halnya pada Dewan Komisaris, kebijakan penilaian sendiri (*self-assessment*) Direksi merupakan suatu pedoman yang digunakan sebagai bentuk akuntabilitas atas penilaian kinerja Direksi secara kolegial. *Self-assessment* atau penilaian sendiri dimaksud dilakukan oleh masing-masing anggota Direksi untuk menilai pelaksanaan kinerja Direksi secara kolegial, dan bukan menilai kinerja individual masing-masing anggota Direksi. Dengan adanya *self-assessment* ini diharapkan masing-masing anggota Direksi dapat berkontribusi untuk memperbaiki kinerja Direksi secara berkesinambungan. Dalam kebijakan tesebut dapat mencakup kegiatan penilaian yang dilakukan beserta maksud dan tujuannya, waktu pelaksanaannya secara berkala, dan tolak ukur atau kriteria penilaian yang digunakan sesuai dengan dengan rekomendasi yang diberikan oleh fungsi nominasi dan remunerasi Perusahaan Terbuka, di mana pembentukan fungsi tersebut telah diwajibkan dalam peraturan OJK tentang Komite Nominasi dan Remunerasi Emiten atau Perusahaan Publik	Direksi telah memiliki kebijakan penilaian sendiri (*self-assessment*) untuk menilai kinerja Direksi secara kolegial. Selain itu, *self- assessment* kinerja Direksi juga dilakukan secara berkala terhadap *governance structure*, *process* dan *outcome* di level Direksi. Berdasarkan hasil *self-sssessment* tersebut telah dilakukan upaya-upaya yang perlu ditingkatkan untuk peningkatan kinerja ke depan.	Telah diterapkan
	Principal 6 (six)Improve the Quality of Duties and Responsibilities of the Board of Directors.	1. The Board of Directors has a self-assessment policy to assess the performance of the Board of Directors.	Similar to the Board of Commissioners, self-assessment of the Board of Directors is a guideline used as a form of accountability for the assessment of the Board of Directors' performance collectively. Self-assessment is carried out by each member of the Board of Directors to assess the implementation of the Board of Directors' performance collectively, and not assessing the individual performance of each member of the Board of Directors. With this self-assessment, it is expected that each member of the Board of Directors can contribute to improve the performance of the Board of Directors on an ongoing basis. Such policy may include assessment activities undertaken along with the purposes and objectives, periodic implementation time, and benchmark or criteria of assessment used in accordance with the recommendations given by the Public Companies' Nomination and Remuneration Functions, in which the formation of such functions shall be required in the OJK Regulation on the Nomination and Remuneration Committee of Issuers or Public Companies.	The Board of Directors has an appraisal policy (self-assessment) to assess collegial performance of the Directors. In addition, Self-Assessment of the performance of the Directors is also carried out periodically against Governance Structure, process, and outcome at the Director level. Based on the results of the Self-Assessment, efforts need to be increased for performance improvement going forward.	Has been implemented

No	Prinsip Principal	Rekomendasi Recommendation	Penjelasan Rekomendasi OJK Explanation of OJK Recommendation	Penjelasan Penerapan di Bank Muamalat Explanation of Implementation at Bank Muamalat	Implementasi Implementation
		2. Kebijakan penilaian sendiri (*self-assessment*) untuk menilai kinerja Direksi diungkapkan melalui laporan tahunan Perusahaan Terbuka.	Pengungkapan kebijakan *self-assessment* atas kinerja Direksi dilakukan tidak hanya untuk memenuhi aspek transparansi sebagai bentuk pertanggungjawaban atas pelaksanaan tugasnya, namun juga untuk memberikan informasi penting atas upaya-upaya perbaikan dalam pengelolaan Perusahaan Terbuka. Informasi tersebut sangat bermanfaat untuk memberikan keyakinan kepada pemegang saham atau investor bahwa terdapat kepastian pengelolaan perusahaan terus dilakukan ke arah yang lebih baik. Dengan adanya pengungkapan tersebut pemegang saham atau investor mengetahui mekanisme *check and balance* terhadap kinerja Direksi.	Kebijakan *self-assessment* atas kinerja Direksi diungkapkan dalam bagian Penilaian Kinerja Direksi di Laporan Tahunan.	Telah diterapkan
		2. Self-assessment policy to assess the Board of Directors' performance is disclosed in the Public Companies' Annual Report.	Disclosure of self-assessment policy on the performance of the Board of Directors is conducted not only to fulfill the transparency aspect as a form of accountability for the implementation of its duties, but also to provide important information on the improvement efforts in the management of Public Companies. Such information is very useful to provide confidence to the shareholders or investors on certainty that corporate management continues to be carried out in a better direction. With the disclosure, shareholders or investors know the mechanism of checks and balances on the performance of the Board of Directors.	Self-assessment policy on the performance of the Board of Directors is disclosed in the Board of Directors' Performance Evaluation section in the Annual Report.	Has been Implemented
		3. Direksi mempunyai kebijakan terkait pengunduran diri anggota Direksi apabila terlibat dalam kejahatan keuangan.	Kebijakan pengunduran diri anggota Direksi yang terlibat dalam kejahatan keuangan merupakan kebijakan yang dapat meningkatkan kepercayaan para pemangku kepentingan terhadap Perusahaan Terbuka, sehingga integritas perusahaan akan tetap terjaga. Kebijakan ini diperlukan untuk membantu kelancaran proses hukum dan agar proses hukum tersebut tidak mengganggu jalannya kegiatan usaha. Selain itu, dari sisi moralitas, kebijakan ini akan membangun budaya beretika di lingkungan Perusahaan Terbuka. Kebijakan tersebut dapat tercakup dalam Pedoman ataupun Kode Etik yang berlaku bagi Direksi. Selanjutnya, yang dimaksud dengan terlibat dalam kejahatan keuangan merupakan adanya status terpidana terhadap anggota Direksi dari pihak yang berwenang. Kejahatan keuangan dimaksud seperti manipulasi dan berbagai bentuk penggelapan dalam kegiatan jasa keuangan serta Tindakan Pidana Pencucian Uang sebagaimana dimaksud dalam Undang Undang No. 8 tahun 2010 tentang Pencegahan dan Pemberantasan Tindak Pidana Pencucian Uang.	*Board Manual* Bank Muamalat Indonesia memuat bab Etika Berkaitan dengan Penyuapan dan Kejahatan Keuangan bagi Direksi antara lain diatur bahwa: 1. Direksi dilarang melakukan tindakan manipulasi dan berbagai bentuk penggelapan dalam kegiatan jasa keuangan serta tindakan pidana pencucian uang sebagaimana dimaksud UU No. 8 tahun 2010 tentang Pencegahan dan Pemberantasan Tindak Pencucian Uang. 2. Anggota Direksi yang terlibat dalam tindak kejahatan keuangan sebagai status terpidana, maka harus mengundurkan diri dari jabatan sebagai anggota Direksi.	Telah diterapkan

No	Prinsip Principal	Rekomendasi Recommendation	Penjelasan Rekomendasi OJK Explanation of OJK Recommendation	Penjelasan Penerapan di Bank Muamalat Explanation of Implementation at Bank Muamalat	Implementasi Implementation
		3. The Board of Directors has a policy related to the resignation of members of the Board of Directors if involved in a financial crime.	The resignation policy of Board of Directors members involved in a financial crime is a policy that can increase stakeholder trust towards Public Companies, so that the integrity of the company will be maintained. This policy is required to assist in the smooth running of legal processes and to ensure that the legal process does not interfere with business activities. In addition, in terms of morality, this policy builds an ethical culture within Public Companies. Such policy may be covered in the Guideline or Code of Conduct applicable to the Board of Directors. Furthermore, what is meant by involved in a financial crime is the status of a convicted person against the members of the Board of Commissioners from the authorized party. Such financial crimes include manipulation and various forms of embezzlement in financial services as well as Money Laundering Crime Act as referred to in Law Number 8 of 2010 on the Prevention and Eradication of Money Laundering.	In the Board Manual of Bank Muamalat Indonesia in the chapter of Ethics Related to Bribery and Financial Crimes for the Board of Directors, among others it is stipulated that: 1. The Board of Directors is prohibited from performing any manipulation actions and any form of embezzlement in the financial services activities and the criminal act of money laundering as referred to in Law Number 8 of 2010 on Prevention and Eradication of Money Laundering. 2. Members of the Board of Directors involved in financial crimes as a convicted person shall resign from their position as a member of the Board of Directors.	Has been implemented
IV	**Aspek 4: Partisipasi Pemangku Kepentingan** **Aspect 4: Stakeholder Participation**				
	Prinsip 7 (tujuh) Meningkatkan Aspek Tata Kelola Perusahaan melalui Partisipasi Pemangku Kepentingan.	1. Perusahaan Terbuka memiliki kebijakan untuk mencegah terjadinya *insider trading*.	Seseorang yang mempunyai informasi orang dalam dilarang melakukan suatu transaksi efek dengan menggunakan informasi orang dalam sebagaimana dimaksud dalam Undang-Undang mengenai Pasar Modal. Perusahaan Terbuka dapat meminimalisir terjadinya *insider trading* tersebut melalui kebijakan pencegahan, misalnya dengan memisahkan secara tegas data dan/atau informasi yang bersifat rahasia dengan informasi yang bersifat publik, serta membagi tugas dan tanggung jawab atas pengelolaan informasi dimaksud secara proporsional dan efisien.	Dalam kebijakan GCG Bank, diatur bahwa Bank senantiasa menyediakan informasi yang cukup, akurat, dipercaya dan tepat waktu kepada segenap pemangku kepentingan dengan mengedepankan prinsip equal treatment. Jajaran Perseroan dilarang untuk membeli atau menjual saham (*common stock*) atau surat berharga Perseroan lainnya pada saat yang bersangkutan bertanggung jawab atas informasi penting yang tidak dimaksudkan untuk konsumsi publik yang dapat mempengaruhi nilai harga saham dan surat berharga Perseroan. Sebagai informasi bahwa meskipun Bank Muamalat Indonesia merupakan perusahaan terbuka, namun tidak melakukan penawaran umum saham di pasar modal, sehingga potensi terjadinya *insider trading* sangat rendah.	Telah diterapkan
	Principal 7 (seven) Improve the Corporate Governance Aspect through Stakeholders Participation.	1. Public Companies have a policy to prevent the occurrence of insider trading.	A person who has inside information is prohibited from engaging in a Securities transactions by using inside information as referred to in the Capital Market Law. Public Companies can minimize the occurrence of insider trading through prevention policy, for example by strictly separating confidential data and/or information with public information, as well as dividing the duties and responsibilities for the management of such information in a proportionate and efficient manner.	In the Bank's GCG policy, it is stipulated that the Bank always provides sufficient, accurate, reliable and timely information to all stakeholders by prioritizing the principle of equal treatment. The Bank's employees are prohibited from buying or selling shares (common stock) or other securities of the Company when it is responsible for important information that is not intended for public consumption that may affect the value of the Bank's share price and securities. For information, although Bank Muamalat Indonesia is a Public Company, every public offering of shares is carried out in the capital market which makes the potential for insider trading very low.	Has been implemented

No	Prinsip Principal	Rekomendasi Recommendation	Penjelasan Rekomendasi OJK Explanation of OJK Recommendation	Penjelasan Penerapan di Bank Muamalat Explanation of Implementation at Bank Muamalat	Implementasi Implementation
		2. Perusahaan Terbuka memiliki kebijakan anti korupsi dan *anti-fraud*.	Kebijakan anti korupsi bermanfaat untuk memastikan agar kegiatan usaha Perusahaan Terbuka dilakukan secara legal, *prudent*, dan sesuai dengan prinsip-prinsip tata kelola yang baik. Kebijakan tersebut dapat merupakan bagian dalam kode etik, ataupun dalam bentuk tersendiri. Dalam kebijakan tersebut dapat meliputi antara lain mengenai program dan prosedur yang dilakukan dalam mengatasi praktik korupsi, balas jasa (*kickbacks*), *fraud*, suap dan/atau gratifikasi dalam Perusahaan Terbuka. Lingkup dari kebijakan tersebut harus menggambarkan pencegahan Perusahaan Terbuka terhadap segala praktik korupsi baik memberi atau menerima dari pihak lain.	Ketentuan terkait anti korupsi dan *anti-fraud* telah diatur dalam *Board Manual* dan Prosedur. Bank telah menyusun Prosedur *Anti-Fraud* yang secara umum mengatur tugas dan tanggung jawab unit kerja *anti-fraud*, wewenang *anti-fraud*, pencegahan, deteksi, investigasi, pelaporan, sanksi, pemantauan, evaluasi tindak lanjut dan *whistleblowing system*.	Telah diterapkan
		2. Public Companies have anti-corruption and anti-fraud policies.	An anti-corruption policy is useful to ensure that a Company's business activities are conducted legally, prudently, and in accordance with the principles of good governance. The policy may be part of the code of conduct or in its own form. The policy may include the programs and procedures undertaken in overcoming practices of corruption, kickbacks, fraud, bribery and/or gratification in Public Companies. The scope of the policy should illustrate the prevention of Public Companies against any corrupt practices of either giving or receiving from others.	Anti-corruption and anti-fraud related provisions are set out in the Board Manual and Procedure. The Bank has drawn up Anti-Fraud Procedures which generally govern the tasks and responsibilities of the Anti Fraud work unit, anti fraud authority, prevention, detection, investigation, reporting, sanctioning, monitoring, followup evaluation and whistle blowing system.	Has been implemented
		3. Perusahaan Terbuka memiliki kebijakan tentang seleksi dan peningkatan kemampuan pemasok atau vendor.	Kebijakan tentang seleksi pemasok atau vendor bermanfaat untuk memastikan agar Perusahaan Terbuka memperoleh barang atau jasa yang diperlukan dengan harga yang kompetitif dan kualitas yang baik. Sedangkan kebijakan peningkatan kemampuan pemasok atau vendor bermanfaat untuk memastikan bahwa rantai pasokan (*supply chain*) berjalan dengan efisien dan efektif. Kemampuan pemasok atau vendor dalam memasok/memenuhi barang atau jasa yang dibutuhkan perusahaan akan mempengaruhi kualitas *output* perusahaan. Pelaksanaan kebijakan-kebijakan tersebut dapat menjamin kontinuitas pasokan, baik dari segi kuantitas maupun kualitas yang dibutuhkan Perusahaan Terbuka. Adapun cakupan kebijakan ini meliputi kriteria dalam pemilihan pemasok atau vendor, mekanisme pengadaan yang transparan, upaya peningkatan kemampuan pemasok atau vendor, dan pemenuhan hak-hak yang berkaitan dengan pemasok atau vendor.	Kebijakan GCG mengatur bahwa Bank dalam berinteraksi dengan Penyedia Barang/Jasa antara lain dengan pemasok dan pihak lain yang melakukan transaksi usaha dengan Bank senantiasa menjalin hubungan baik didasarkan atas dasar profesionalisme, kepercayaan, kejujuran, saling menghormati dan memberi kesempatan yang sama dalam memperoleh informasi yang relevan sesuai hubungan bisnis dengan Perseroan sehingga masing-masing pihak dapat membuat keputusan atas dasar pertimbangan yang adil dan wajar. Dalam menjalin hubungan antara Bank dengan Penyedia Barang/Jasa, seluruh pihak berkewajiban untuk merahasiakan informasi dan melindungi kepentingan masing-masing pihak. Dalam melaksanakan hubungan dengan Penyedia Barang/Jasa, Bank senantiasa mengedepankan prinsip-prinsip sebagai berikut: • Pengadaan barang/jasa harus dilakukan melalui seleksi dan persaingan yang sehat dengan memberikan perlakukan yang setara terhadap semua calon mitra bisnis yang telah memenuhi syarat/kriteria tertentu dari Perseroan. • Semua ketentuan dan informasi mengenai pengadaan barang/jasa termasuk syarat teknis administrasi, tata cara evaluasi serta hasil evaluasi disampaikan kepada calon mitra bisnis yang akan melakukan bisnis dengan Perseroan. • Memberikan perlakukan yang sama bagi semua calon mitra bisnis secara proporsional dan tidak mengarah untuk memberikan keuntungan kepada pihak tertentu dengan cara apapun. • Mekanisme seleksi pemasok atau vendor telah diatur secara detil dalam Prosedur Pengadaan Barang/Jasa.	Telah diterapkan

No	Prinsip Principal	Rekomendasi Recommendation	Penjelasan Rekomendasi OJK Explanation of OJK Recommendation	Penjelasan Penerapan di Bank Muamalat Explanation of Implementation at Bank Muamalat	Implementasi Implementation
		3. Public Companies have a policy on the selection and improvement of ability of suppliers or vendors.	Policy on the selection of suppliers or vendors is useful to ensure that the Public Companies acquire the necessary goods or services at competitive prices and good quality. The policy of improving the skills of supplers or vendors is useful in observing that the supply chain is running efficiently and effectively. The ability of suppliers and vendors in supplying/fulfilling goods or services required by the Company will affect the quality of the Company's output. Thus, the implementation of such policies can ensure the continuity of supply, both in terms of quantity and quality required by Public Companies. Scope of such policies includes criteria in the selection of suppliers or vendors, transparent procurement mechanisms, efforts to improve the ability of suppliers or vendors, and the fulfillment of rights related to suppliers or vendors.	GCG policies regulate that the Bank in interacting with Providers of Goods/ Services among others with suppliers and other parties who conduct business transactions with the Bank establish a good relationship based on professionalism, trust, honesty, mutual respect and equal opportunity in obtaining relevant information in accordance with the business relationship with the Bank so that each party may make a decision on the basis of fair and reasonable consideration. In establishing a relationship between the Bank and Providers of Goods/ Services, all parties are obliged to keep the confidentiality of information and protect the interests of each party. In establishing relationships with Providers of Goods/ Services, the Bank always prioritizes the following principles: • Procurement of goods/services shall be made through fair selection and competition by providing equal treatment to all prospective business partners who have met certain terms/criteria from the Bank. • All provisions and information on procurement of goods /services including technical administrative requirements, evaluation procedures, and evaluation results, shall be submitted to prospective business partners who will conduct business with the Bank. • Provide equal treatment to all prospective business partners proportionately without any intention to benefit a particular party in any way. • Suppliers or vendors selection mechanism has been set up in detail in the Procurement of Goods and Services Procedures.	Has been implemented
		4. Perusahaan Terbuka memiliki kebijakan tentang pemenuhan hak-hak kreditur.	Kebijakan tentang pemenuhan hak-hak kreditur digunakan sebagai pedoman dalam melakukan pinjaman kepada kreditur. Tujuan dari kebijakan dimaksud adalah untuk menjaga terpenuhinya hak-hak dan menjaga kepercayaan kreditur terhadap Perusahaan Terbuka. Dalam kebijakan tersebut mencakup pertimbangan dalam melakukan perjanjian, serta tindak lanjut dalam pemenuhan kewajiban Perusahaan Terbuka kepada kreditur.	Pemenuhan hak-hak kreditur telah diatur pada prosedur produk Bank serta tercantum dalam perjanjian.	Telah diterapkan
		4. Public Companies have a policy on the fulfilment of creditor rights	Policy on the fulfillment of creditors rights is used as a guide in lending to creditors. The purpose of the policy is to maintain the fulfillment of rights and maintain the creditors' trust in Public Companies. The policy includes consideration on making agreements, as well as follow-up in fulfilling the obligations of Public Companies to creditors.	Fulfillment of creditors' rights have been regulated in the Bank's product procedures and contained in the agreement.	Has been implemented

No	Prinsip Principal	Rekomendasi Recommendation	Penjelasan Rekomendasi OJK Explanation of OJK Recommendation	Penjelasan Penerapan di Bank Muamalat Explanation of Implementation at Bank Muamalat	Implementasi Implementation
		5. Perusahaan Terbuka memiliki kebijakan *whistleblowing system*.	Kebijakan sistem *whistleblowing* yang telah disusun dengan baik akan memberikan kepastian perlindungan kepada saksi atau pelapor atas suatu indikasi pelanggaran yang dilakukan karyawan atau manajemen Perusahaan Terbuka. Penerapan kebijakan sistem tersebut akan berdampak pada pembentukan budaya tata kelola perusahaan yang baik. Kebijakan sistem *whistleblowing* mencakup antara lain jenis pelanggaran yang dapat dilaporkan melalui sistem *whistleblowing*, cara pengaduan, perlindungan dan jaminan kerahasiaan pelapor, penanganan pengaduan, pihak yang mengelola aduan, dan hasil penanganan dan tindak lanjut pengaduan.	Perseroan telah memiliki kebijakan pelaksanaan Whistleblowing System sebagaimana diatur dalam Kebijakan GCG dan Prosedur Anti Fraud yang mencakup: • Perlindungan kepada *Whistleblower*. • Sistem Pelaporan dan Mekanisme Tindak Lanjut Laporan *Whistleblower*. • Pengaduan indikasi *fraud*. • *Contact Center whistleblowing system*	Telah diterapkan
		5. Public Companies have a whistleblowing system policy.	A well-structured whistleblowing system policy will provide assurance of protection to witnesses or whistleblowers for an indication of infringement by the employee or the management of Public Companies. Implementation of the system policy will have an impact on the establishment of good corporate governance culture. Whistleblowing system policy includes types of violations that can be reported through the whistleblowing system, complaints, protection and secrecy of whistleblowers, complaints handling, complaints management, and the results of the handling and follow-up of complaints.	The Bank already has a Whistleblowing System policy as stipulated in the GCG Policy and Anti-Fraud Procedures which includes: • Protection to Whistleblower. • Reporting System and Follow-up Mechanism of Whistleblower's Report. • Fraud indication complaints. • Contact Center of Whistleblowing System	Has been implemented
		6. Perusahaan Terbuka memiliki kebijakan pemberian insentif jangka panjang kepada Direksi dan karyawan.	Insentif jangka panjang merupakan insentif yang didasarkan atas pencapaian kinerja jangka panjang. Rencana insentif jangka panjang mempunyai dasar pemikiran bahwa kinerja jangka panjang perusahaan tercermin oleh pertumbuhan nilai dari saham atau target-target jangka panjang perusahaan lainnya. Insentif jangka panjang bermanfaat dalam rangka menjaga loyalitas dan memberikan motivasi kepada Direksi dan karyawan untuk menigkatkan kinerja atau produktivitasnya yang akan berdampak pada peningkatan kinerja perusahaan dalam jangka panjang. Adanya suatu kebijakan insentif jangka panjang merupakan komitmen nyata Perusahaan Terbuka untuk mendorong pelaksanaan pemberian insentif jangka panjang kepada Direksi dan Karyawan dengan syarat, prosedur dan bentuk yang disesuaikan dengan tujuan jangka panjang Perusahaan Terbuka. Kebijakan dimaksud dapat mencakup, antara lain: maksud dan tujuan pemberian insentif jangka panjang, syarat dan prosedur dalam pemberian insentif, serta kondisi dan risiko yang harus diperhatikan oleh Perusahaan Terbuka dalam pemberian insentif. Kebijakan tersebut juga dapat tercakup dalam kebijakan remunerasi Perusahaan Terbuka yang ada.	*Long Term Incentive Plan* (LTIP) dikembangkan sebagai bagian dari penerapan konsep *Talent Management* dan *Succession Plan* di Bank. *Talent* dan *Successor Pool* yang tersedia merupakan karyawan terpilih yang diharapkan menjadi penggerak utama proses bisnis perusahaan. Salah satu upaya untuk mempertahankan mereka adalah melalui program retensi baik yang bersifat finansial maupun non finansial. Program LTIP merupakan salah satu program retensi dari sisi finansial dimana skema yang dibuat mengacu pada pencapaian kinerja atas KPI jangka panjang dengan syarat dan kondisi khusus. Beberapa skema ditetapkan dalam beberapa opsi yaitu *upfront payment system* dengan *bonding period* dan mekanisme *clawback* serta opsi *deferred incentive*. Masing-masing terikat dengan syarat dan ketentuan yang relevan.	Telah diterapkan

No	Prinsip Principal	Rekomendasi Recommendation	Penjelasan Rekomendasi OJK Explanation of OJK Recommendation	Penjelasan Penerapan di Bank Muamalat Explanation of Implementation at Bank Muamalat	Implementasi Implementation
		6. Public Companies have a policy of providing long-term incentives to the Board of Directors and employees.	Long-term incentives are incentives based on the achievement of long-term performance. Long-term incentive plans have a rationale that the long-term performance of the Company is reflected by the growth in the value of shares or other long-term targets of the Company. Long-term incentives are useful in order to maintain loyalty and motivate the Board of Directors and employees to improve their performance or productivity that will impact on improving the Company's performance over the long-term. The existence of a long-term incentive policy is a real commitment of Public Companies to encourage the implementation of providing long-term incentives to the Board of Directors and Employees on terms, procedures and forms that are tailored to the long-term objectives of Public Companies. Such policy may include means and objectives of providing long-term incentives, terms and procedures for incentives, as well as conditions and risks that Public Companies should pay attention to in providing incentives. The policy may also be included in the existing remuneration policy of Public Companies.	The Long Term Incentive Plan (LTIP) was developed as part of the application of the concept of Talent Management and Succession Plan at the Bank. The Talent and Successor Pool selects employees who are expected to be the main drivers of the company business. One attempt to maintain them is through a good financial and non-financial retention programs. The LTIP program is one of the retention programs from the financial side where the scheme is made referring to the achievement of performance on longterm KPIs with terms and special conditions. Some schemes specify several methods. One option is the upfront payment system with bonding period and clawback mechanism and deferred incentive options. Each is bound by the terms and conditions that are relevant.	Has been implemented
V	**Aspek 5: Keterbukaan Informasi** **Aspect 5: Disclosure of Information**				
	Prinsip 8 (delapan) Meningkatkan Pelaksanaan Keterbukaan Informasi.	1. Perusahaan Terbuka memanfaatkan penggunaan teknologi informasi secara lebih luas selain situs web sebagai media keterbukaan informasi.	Penggunaan teknologi informasi dapat bermanfaat sebagai media keterbukaan informasi. Adapun keterbukaan informasi yang dilakukan tidak hanya keterbukaan informasi yang telah diatur dalam peraturan perundang-undangan, namun juga informasi lain terkait Perusahaan Terbuka yang dirasakan bermanfaat untuk diketahui pemegang saham atau investor. Dengan pemanfaatan teknologi informasi secara lebih luas selain situs web diharapkan perusahaan dapat meningkatkan efektivitas penyebaran informasi perusahaan. Meskipun demikian, pemanfaatan teknologi informasi yang dilakukan tetap memperhatikan manfaat dan biaya perusahaan.	Perseroan senantiasa berupaya untuk meningkatkan kualitas keterbukaan informasi kepada *Stakeholders* melalui media teknologi informasi selain situs web Bank. Media teknologi informasi yang digunakan oleh Bank untuk melakukan pelayanan dan *update* kebutuhan informasi kepada nasabah atau calon nasabah melalui media sosial yaitu Youtube, Facebook, Twitter dan Instagram.	Telah diterapkan

No	Prinsip Principal	Rekomendasi Recommendation	Penjelasan Rekomendasi OJK Explanation of OJK Recommendation	Penjelasan Penerapan di Bank Muamalat Explanation of Implementation at Bank Muamalat	Implementasi Implementation
	Principle 8 (eight) Improve the Disclosure of Information.	1. Public companies utilize the use of information technology more broadly than the Website as a medium of information disclosure.	Information technology can be useful as a medium of information disclosure. The disclosure of information is not only limited to information that has been regulated in the laws and regulations but also other information related to the Company that is felt useful to be known by the shareholders or investors. With the utilization of information technology that is more broad than the Website, it is expected that the Company can improve the effectiveness of the dissemination of corporate information. Nevertheless, the utilization of information technology still pays attention to the benefits and costs of the company.	The Bank continuously strives to improve the quality of information disclosure to stakeholders through information technology media other than the Bank's website. In order to carry out its services and to update information to customers or potential customers, the Bank also uses social media such as Youtube, Facebook, Twitter and Instagram.	Has been implemented
		2. 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.	Peraturan perundang-undangan di sektor Pasar Modal yang mengatur mengenai penyampaian laporan tahunan Perusahaan Terbuka telah mengatur kewajiban pengungkapan informasi mengenai pemegang saham yang memiliki 5% (lima persen) atau lebih saham Perusahaan Terbuka serta kewajiban pengungkapan informasi mengenai pemegang saham utama dan pengendali Perusahaan Terbuka baik langsung maupun tidak langsung sampai dengan pemilik manfaat terakhir dalam kepemilikan saham tersebut. Dalam Pedoman Tata Kelola ini direkomendasikan untuk mengungkapkan pemilik manfaat akhir atas kepemilikan saham Perusahaan Terbuka paling sedikit 5% (lima persen), selain mengungkapkan pemilik manfaat akhir dari kepemilikan saham oleh pemegang saham utama dan pengendali.	Bank telah mengungkapkan informasi mengenai pemegang saham yang memiliki lebih dari 5% (lima persen) atau lebih saham Perseroan kepada Regulator dan Masyarakat (melalui situs web Bank). Pengungkapan informasi tersebut telah diungkapkan pada bagian ikhtisar saham dalam Laporan Tahunan ini.	Telah diterapkan
		2. Annual Report of Public Companies discloses the ultimate beneficial owner of Public Companies' shares ownership of at least 5% (five percent), other than the disclosure of the ultimate beneficial owners in the shares ownership of Public Companies through main and controlling shareholders.	Laws and regulations in the Capital Market sector that regulate the submission of a Public Companies 'Annual Report has set out the obligation to disclose information concerning shareholders with 5% (five percent) or more ownership of Public Companies' shares, as well as the obligation to disclose information on main and controlling shareholders of Public Companies either directly or indirectly up to the ultimate beneficial owner in the shares ownership. In this Governance Guideline, it is recommended to disclose the ultimate beneficial owner on the Public Companies' shares ownership of at least 5% (five percent), besides disclosing the ultimate beneficial owner from the shares ownership by the main and controlling shareholders.	The Bank has disclosed information regarding shareholders with ownership of more than 5% (five percent) or more shares of the Bank to the Regulator and Public (through the Bank's website). The information has been disclosed in the shares highlights in this Annual Report.	Has been implemented

STRUKTUR DAN MEKANISME *CORPORATE GOVERNANCE*

Struktur Tata Kelola Perusahaan

Bank Muamalat Indonesia memiliki struktur organisasi tata kelola yang terdiri dari Rapat Umum Pemegang Saham (RUPS), Dewan Komisaris, Dewan Pengawas Syariah, Direksi dan komite-komite di bawah Dewan Komisaris dan Direksi. Seluruh unsur tersebut melaksanakan tugas dan tanggung jawab sesuai fungsinya masing-masing.

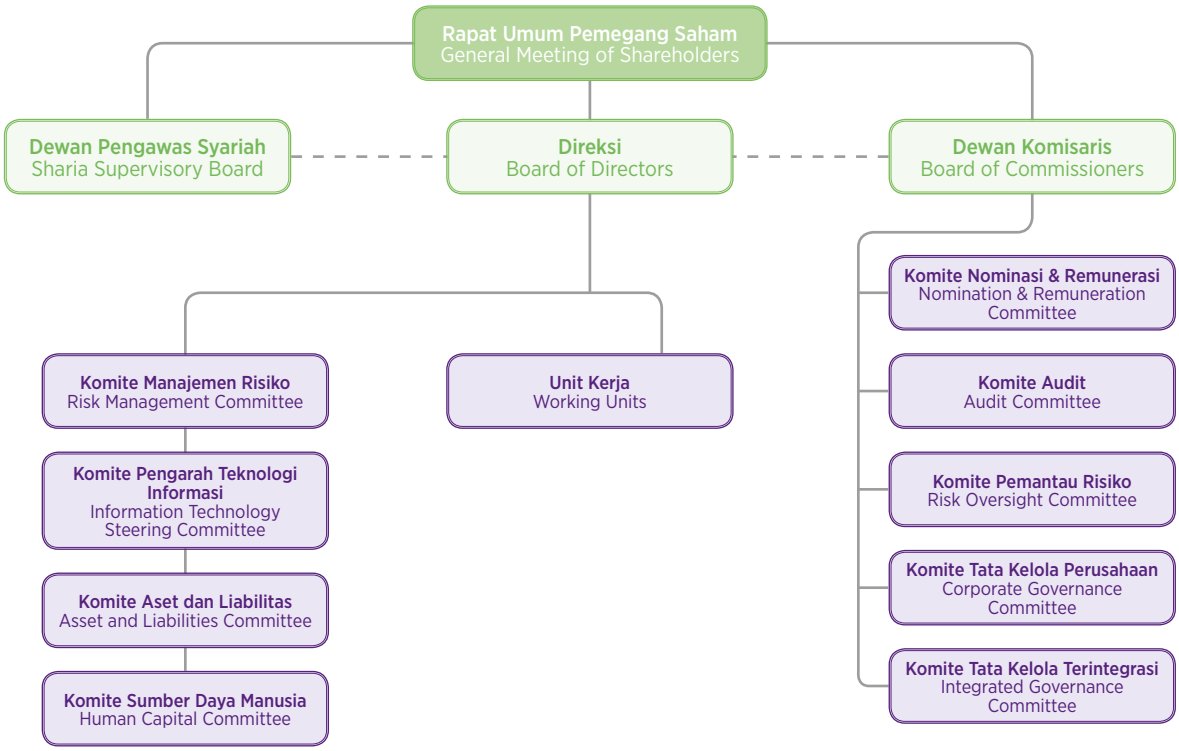
CORPORATE GOVERNANCE STRUCTURE AND MECHANISM

Corporate Governance Structure

The organizational Governance Structure of Bank Muamalat Indonesia consists of the General Meeting of Shareholders (GMS), Board of Commissioners, Sharia Supervisory Board, Board of Directors and Committees under the Board of Commissioners and Board of Directors. All of these elements perform their duties and responsibilities in accordance with their respective functions.

Struktur Organisasi Tata Kelola Bank Muamalat Indonesia

Organizational Structure of Bank Muamalat Indonesia's Governance



Infrastruktur Tata Kelola Perusahaan

Sebagai upaya mendukung pelaksanaan GCG, Bank Muamalat Indonesia memiliki infrastruktur berupa kebijakan/prosedur yang dijadikan panduan dalam menjalankan fungsi dan tugas organ perusahaan, di antaranya ialah:

- Anggaran Dasar Bank Muamalat Indonesia
- *Board Manual* Bank Muamalat Indonesia
- Kebijakan GCG Bank Muamalat Indonesia
- Kebijakan Tata Kelola Terintegrasi
- Kebijakan Manajemen Risiko Terintegrasi
- Kebijakan Umum Operasional Bank
- Prosedur Pelaksanaan Rapat Direksi
- Prosedur Pelaksanaan Rapat Umum Pemegang Saham
- Piagam Komite Audit
- Piagam Komite Nominasi dan Remunerasi
- Piagam Komite Pemantau Risiko
- Piagam Komite Tata Kelola Perusahaan
- Piagam Komite Tata Kelola Terintegrasi
- Piagam Komite Aset dan Liabilitas
- Piagam Komite Pengarah Teknologi Informasi
- Piagam Komite Manajemen Risiko
- Pedoman dan Prosedur *Anti-Fraud*
- Piagam Internal Audit
- Kebijakan dan Prosedur penerapan APU-PPT (Anti Pencucian Uang-Pencegahan Pendanaan Terorisme)

Corporate Governance Infrastructure

In order to support GCG implementation, Bank Muamalat Indonesia has infrastructure in the form of Policy/Procedure as a guide in carrying out its functions and duties such as:

- Bank Muamalat Indonesia's Articles of Association
- Bank Muamalat Indonesia's Board Manual
- Bank Muamalat Indonesia's GCG Policy
- Integrated Governance Policy
- Intergrated Risk Management Policy
- General Operational Bank's Policy
- Procedure for Conducting Board of Directors' Meetings
- Procedure for Conducting General Meeting of Shareholders
- Audit Committee Charter
- Nomination and Remuneration Committee Charter
- Risk Monitoring Committee Charter
- Corporate Governance Committee Charter
- Integrated Governance Committee Charter
- Assets and Liabilities Committee Charter
- Information Technology Steering Committee Charter
- Risk Management Committee Charter
- Anti-Fraud Guideline and Procedure
- Internal Audit Charter
- AML-CFT (Anti Money Laundering & Counter Terrorism Financing) Implementation Policy and Procedure

Mekanisme Tata Kelola Perusahaan

Sebagai bentuk komitmen Bank atas penerapan GCG, Bank Muamalat Indonesia memiliki *soft structure* berupa kebijakan dan prosedur operasional yang terkait GCG. Kebijakan ini senantiasa diterapkan dalam kegiatan bisnis sehari-hari. Selain itu, Bank juga melakukan *review* secara berkala.

Komitmen berupa kebijakan tersebut dikomunikasikan kepada seluruh unsur dan masing-masing tingkatan dalam organisasi Bank agar dapat dijadikan sebagai acuan/landasan dalam menerapkan prinsip-prinsip GCG di lingkungan Bank. Dengan demikian, seluruh prinsip-prinsip GCG dapat menjadi acuan dalam kegiatan usaha dan interaksi seluruh organ Bank di Bank Muamalat Indonesia.

Dalam struktur GCG Bank Muamalat Indonesia, 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 Muamalat Indonesia maka dalam pelaksanaannya akan dibantu oleh organ pendukung yang terdiri dari Komite di tingkat Dewan Komisaris, Komite di tingkat Direksi, Dewan Pengawas Syariah, Sekretaris Perusahaan, Manajemen Risiko, dan Internal Audit.

Dewan Komisaris membentuk beberapa komite untuk membantu dan meningkatkan tugas dan fungsi pengawasan. Komite-komite di tingkat Dewan Komisaris Bank Muamalat Indonesia adalah sebagai berikut:

- Komite Audit
- Komite Pemantau Risiko
- Komite Nominasi dan Remunerasi
- Komite Tata Kelola Perusahaan
- Komite Tata Kelola Terintegrasi

Direksi juga membentuk komite dalam rangka membantu tugasnya antara lain:

- Komite Aset dan Liabilitas
- Komite Pengarah Teknologi Informasi
- Komite Manajemen Risiko
- Komite Sumber Daya Manusia

Seluruh organ perusahaan dan organ pendukung berupaya untuk selalu menghormati fungsi dan peranan masing-masing sesuai peraturan yang ada sehingga mampu menciptakan peningkatan penerapan GCG dari tahun ke tahun.

Corporate Governance Mechanism

As a form of the Bank's commitment to the implementation of GCG, Bank Muamalat Indonesia has a soft structure in the form of policies and operational procedures related to GCG. These are applied in daily business activities. In addition, the Bank also conducts regular reviews.

The commitment, as the policy suggests, is communicated to all segments and each level in the Bank's organisation to be employed as a reference/basis for implementing GCG principles within the Bank. Thus, all GCG principles can become a reference in business activities and interactions of all Bank units at Bank Muamalat Indonesia.

In the GCG structure of Bank Muamalat Indonesia, the main arms consist of the highest level General Meeting of Shareholders (GMS), the Board of Commissioners, the Sharia Supervisory Board and the Board of Directors. To maximize the function of these arms in the GCG structure of Bank Muamalat Indonesia, in its implementation they are assisted by supporting branches consisting of Committees at the Board of Commissioners level, Committees at the Board of Directors level, Sharia Supervisory Board, Corporate Secretary, Risk Management and Internal Audit.

The Board of Commissioners has formed several committees to assist and improve supervisory duties and functions. Committees at the level of Bank Muamalat's Board of Commissioners are as follows:

- Audit Committee
- Risk Monitoring Committee
- Nomination and Remuneration Committee
- Corporate Governance Committee
- Integrated Governance Committee

The Board of Directors has also formed committees in order to assist with its duties, including:

- Assets and Liabilities Committee
- Information Technology Steering Committee
- Risk Management Committee
- Human Resources Committee

All Company supporting branches will respect their functions and roles, respectively, in accordance with existing regulations in order to improve the implementation of GCG each year.

RAPAT UMUM PEMEGANG SAHAM

Dalam struktur organisasi GCG Bank Muamalat, Rapat Umum Pemegang Saham (RUPS) merupakan organ perusahaan tertinggi yang mempunyai hak dan kewenangan yang tidak dimiliki oleh Dewan Komisaris dan Direksi dalam batasan yang ditentukan oleh ketentuan peraturan perundangan dan Anggaran Dasar Bank Muamalat Indonesia.

RUPS merupakan media komunikasi antara Pemegang Saham dengan Dewan Komisaris dan Direksi melalui forum tanya jawab yang diberikan kepada seluruh Pemegang Saham yang hadir pada setiap mata acara RUPS.
Penyelenggaraan RUPS Bank mengacu pada beberapa ketentuan, di antaranya:

- Undang-Undang No. 40 tahun 2007 tentang Perseroan Terbatas.
- Peraturan Otoritas Jasa Keuangan Republik Indonesia No. 15/POJK.04/2020 tentang Rencana dan Penyelenggaraan Rapat Umum Pemegang Saham Perusahaan Terbuka
- Peraturan Otoritas Jasa Keuangan Republik Indonesia No. 16/POJK.04/2020 tentang Pelaksanaan Rapat Umum Pemegang Saham Perusahaan Terbuka secara Elektronik
- Anggaran Dasar Perseroan

Jenis RUPS

Sesuai dengan UU No. 40 tahun 2007 tentang Perseroan Terbatas, jenis RUPS yang diselenggarakan di Bank dibagi dalam dua jenis, yakni:

1. RUPS Tahunan
   RUPS Tahunan dilaksanakan paling lambat 6 (enam) bulan setelah berakhirnya tahun buku. Agenda utama RUPS Tahunan terdiri dari pengajuan Laporan Keuangan dan Laporan Tahunan dari Direksi untuk disahkan dan disetujui oleh Pemegang Saham. Kemudian melakukan penunjukan Kantor Akuntan Publik untuk tahun buku selanjutnya, memutuskan penggunaan laba, mengangkat atau memberhentikan anggota Direksi atau anggota Dewan Komisaris serta memutuskan hal-hal lain yang diperlukan.
2. RUPS Luar Biasa
   Pelaksanaan RUPS Luar biasa dapat diselenggarakan kapan saja, tidak terbatas oleh ketentuan waktu sesuai keperluan perusahaan oleh Dewan Komisaris atau Direksi, atas permintaan dari Pemegang Saham.

Wewenang RUPS

RUPS memiliki wewenang yang tidak diberikan kepada Dewan Komisaris atau pun Direksi, sesuai batasan yang ditentukan dalam Undang-Undang UU No. 40 tahun 2007 tentang Perseroan Terbatas dan/atau Anggaran Dasar Bank. Wewenang RUPS di antaranya ialah:

GENERAL MEETING OF SHAREHOLDERS

In the GCG organizational structure of Bank Muamalat, the General Meeting of Shareholders (GMS) is the highest corporate organisation that has rights and authorities that are not owned by the Board of Commissioners and Directors within the limits set by the provisions of laws and regulations and the Articles of Association of Bank Muamalat Indonesia.

The GMS is a communication medium amongst the Board of Directors, the Board of Commissioners, and the shareholders through the Q&A given to all shareholders present at each GMS agenda.

In conducting the GMS, the Bank refers to the following provisions:

- Law No. 40 of 2007 on Limited Liability Company.
- OJK Regulation No. 15/POJK.04/2020 on the Planning and Implementation of General Meeting of Shareholders of a Public Company.
- OJK Regulation No. 16/POJK.04/2020 on the Implementation of the General Meeting of Shareholders of a Public Company Electronically.
- The Company's Articles of Association.

Type of GMS

In accordance with Law Number 40 of 2007 on Limited Liability Companies, the two types of GMS held at the Bank:

1. Annual GMS
   This GMS is held no later than 6 (six) months after the end of the financial year. The main agenda of the Annual GMS covers submitting Financial Statements and Annual Reports from the Directors to be approved and validated by the Shareholders, appointing a Public Accountant Office for the upcoming year, deciding on the use of profits, appointing or dismissing members of the Board of Directors or members of the Board of Commissioners, and deciding on other necessary matters.
2. Extraordinary GMS
   The implementation of the Extraordinary GMS can be held at any time according to the needs of the Company by the Directors or the Board of Commissioners at the request of the Shareholders.

GMS Authorities

The GMS possesses authority that is not given to the Directors or the Board of Commissioners with limits specified in Law No. 40 of 2007 on Limited Liability Companies and/or the Company's Articles of Association. The authorities of the GMS incorporate:

1. Melakukan evaluasi kinerja Dewan Komisaris dan Direksi.
2. Melakukan pengesahan perubahan Anggaran Dasar.
3. Memberikan persetujuan atas Laporan Direksi, Laporan Tugas Pengawasan Dewan Komisaris serta Laporan Keuangan Perseroan.
4. Memutuskan alokasi penggunaan laba.
5. Menunjuk dan menetapkan biaya jasa akuntan publik.
6. Memutuskan jumlah dan jenis kompensasi serta fasilitas pengurus.
7. Memberikan persetujuan Laporan Tahunan termasuk Laporan Keuangan Perseroan dan Laporan Tugas Pengawasan Dewan Komisaris Perseroan serta memberikan pelunasan dan pembebasan tanggung jawab (*acquit et decharge*) kepada anggota Direksi dan Dewan Komisaris atas tindakan pengurusan dan pengawasan yang telah dilakukannya masing-masing.
8. Memberi kuasa dan wewenang kepada Direksi untuk menentukan dan membayar dividen final.
9. Mengambil keputusan-keputusan menyangkut struktur organisasi misalnya perubahan Anggaran Dasar, penggabungan, peleburan, pemisahan, pembubaran dan likuidasi Perseroan.
10. Mengangkat dan/atau mengubah susunan anggota Direksi dan Dewan Komisaris.
11. Menetapkan remunerasi yakni: penetapan gaji, tunjangan lain serta honorarium Direksi dan Dewan Komisaris Perseroan.
12. Memberi persetujuan terhadap transaksi yang mengandung benturan kepentingan.
13. Memberikan kuasa dan kewenangan kepada Dewan Komisaris untuk menunjuk Kantor Akuntan Publik (KAP) dengan memperhatikan rekomendasi dari Komite Audit.

Hak Pemegang Saham

Berikut adalah hak dari Pemegang Saham.

1. Pemegang saham dapat melakukan permintaan penyelenggaraan RUPS.
2. Pemegang saham berhak memperoleh informasi mata acara rapat dan bahan terkait mata acara rapat sepanjang tidak bertentangan dengan kepentingan Bank.
3. Menerima dividen saham dengan syarat dan ketentuan sesuai dengan keputusan RUPS.
4. Ikut berpartisipasi dalam mengambil keputusan di dalam RUPS berdasarkan dengan syarat dan ketentuan yang berlaku dan tata tertib RUPS.
5. Menerima informasi mengenai tata tertib RUPS dan prosedur voting di dalam RUPS.

1. Evaluating the performance of the Boards of Commissioners and Directors.
2. Approving amendments to the Articles of Association.
3. Giving approval to the Board of Directors' Report, the Board of Commissioners Supervisory Report, and the Company's Financial Statements.
4. Deciding on the allocation of the use of profits.
5. Appointing and determining the cost of public accountant services.
6. Determining the amount and type of compensation and management facilities.
7. Approving the Annual Report including the Company's Financial Statements and the Supervisory Report of the Board of Commissioners of the Company and providing compensation and discharge of responsibility (acquit et decharge) to members of the Board of Directors and the Board of Commissioners for the management and supervisory actions that they have completed respectively.
8. Giving power and authority to the Directors to determine pay dividends.
9. Making decisions concerning the organisational structure, for example amendments to the Articles of Association, incorporation, consolidation, separation, liquidation, or liquidation of the Company.
10. Appointing and/or changing the composition of the Board of Directors and Board of Commissioners.
11. Deciding on remuneration, such as determination of salaries, other benefits, and honorarium for the Board of Directors and Board of Commissioners of the Company;
12. Giving approval of transactions that contain conflicts of interest.
13. Giving power and authority to the Board of Commissioners to appoint a Public Accounting Firm with regard to recommendations from the Audit Committee.

Rights of Shareholders

The following are the rights of the Shareholders.

1. Shareholders can make requests to hold a GMS.
2. Shareholders are entitled to acquire information on the agenda of the meeting and materials related to the agenda as long as it does not conflict with the interests of the Company.
3. Receive stock dividends on terms and conditions in accordance with the GMS decision.
4. Participate in making decisions at the GMS based on the applicable terms and conditions and the GMS Rules of Procedure.
5. Receive information regarding the GMS Rules and voting procedures in the GMS.

RUPS Tahun 2020

Sepanjang tahun 2020, Bank Muamalat Indonesia menyelenggarakan RUPS sebanyak 1 (satu) kali yaitu RUPS Tahunan.

GMS in 2020

Throughout 2020, PT Bank Muamalat Indonesia Tbk held 1 (one) GMS, namely the Annual General Meeting of Shareholders.

RUPS Tahunan

RUPS Tahunan diselenggarakan pada 31 Agustus 2020, pukul 10.00 hingga 11.58 WIB di Muamalat Tower, Ballroom Lantai 2, Jalan Professor Doktor Satrio Kaveling 18, Jakarta 12940, Indonesia.

Annual GMS

The Annual GMS was held on August 31, 2020, at 10.00 to 11.58 WIB, in Muamalat Tower Ballroom 2nd Floor, Jalan Professor Doktor Satrio Kav. 18, Jakarta 12940.

Daftar Peserta RUPS Tahunan / **List of Participants in the Annual GMS**

Jabatan	Nama Name	Position
Dewan Pengawas Syariah		**Sharia Board Supervisory**
Ketua	Drs. H. Sholahudin Al Aiyub, M.Si	Chairman
Dewan Komisaris		**Board of Commissioners**
Komisaris Utama/Komisaris Independen	Ilham A. Habibie	President Commissioner/Independent Commissioner
Komisaris Independen	Iggi H. Achsien	Independent Commissioner
Komisaris Independen	Edy Setiadi	Independent Commissioner
Direksi		**Board of Directors**
Direktur Utama	Achmad K. Permana	President Director
Direktur Keuangan	Hery Syafril	Finance Director
Direktur Kepatuhan	Andri Donny	Compliance Director
Direktur Bisnis Ritel	Purnomo B. Soetadi	Retail Banking Director
Direktur Operasi	Awaldi	Operation Director
Direktur Risiko	Avianto Istihardjo	Risk Director

Jumlah pemegang saham dan/atau kuasa pemegang saham yang hadir dalam Rapat adalah sejumlah 9.454.231.050 saham atau 92,6186005% dari jumlah seluruh saham Seri A dan Seri B dengan hak suara yang telah dikeluarkan Perseroan seluruhnya berjumlah 10.207.702.335 (sepuluh miliar dua ratus tujuh juta tujuh ratus dua ribu tiga ratus tiga puluh lima) saham yang terdiri dari:

- saham Seri A sejumlah 826.649.175 (delapan ratus dua puluh enam juta enam ratus empat puluh sembilan ribu seratus tujuh puluh lima) saham; dan
- saham Seri B sejumlah 9.381.053.160 (sembilan miliar tiga ratus delapan puluh satu juta lima puluh tiga ribu seratus enam puluh) saham;

Dengan memperhatikan Daftar Pemegang Saham Perseroan per tanggal 6 Agustus 2020 sampai dengan pukul 16.00 WIB, maka kuorum yang disyaratkan dalam Pasal 11 ayat 1 Anggaran Dasar Perseroan *juncto* Pasal 41 Peraturan Otoritas Jasa Keuangan No. 15/POJK.04/2020 Tentang Rencana dan Penyelenggaraan Rapat Umum Pemegang Saham Perusahaan Terbuka telah dipenuhi dan Rapat adalah sah dan berhak untuk mengambil keputusan yang sah dan mengikat mengenai hal-hal yang dibicarakan sesuai dengan mata acara Rapat.

The number of shareholders and or proxies of shareholders who attended the Meeting was 9,454,231,050 shares or 92.6186005% of the total Series A and Series B shares with voting rights that have been issued by the Company totalling 10,207,702,335 (ten billion two hundred seven million seven hundred two thousand three hundred thirty five) shares consisting of:

- Series A shares totalling 826,649,175 (eight hundred twenty six million six hundred forty nine thousand one hundred and seventy five) shares; and
- Series B shares totaling 9,381,053,160 (nine billion three hundred eighty-one million fifty three thousand one hundred and sixty) shares;

With regard to the Company's Shareholders Register as of August 6, 2020 until 16.00 WIB, the quorum required in Article 11 paragraph 1 of the Company's Articles of Association in conjunction with Article 41 of the OJK Regulation No. 15/POJK.04/2020 regarding Planning and Implementation of General Meetings The Shareholders of the Public Company have been fulfilled and the Meeting is valid and entitled to make legal and binding decisions regarding matters discussed in accordance with the agenda of the Meeting.

Kesempatan Mengajukan Pertanyaan dan atau Pendapat pada Rapat

Dalam setiap mata acara Rapat tersebut telah diberikan kesempatan kepada pemegang saham dan/atau kuasa pemegang saham untuk mengajukan pertanyaan dan menyampaikan pendapat.

Opportunity to Ask Questions and/or State Opinions at Meetings

In the agenda of the meeting, the opportunity was given to shareholders and/or the power of attorney of shareholders to make inquiries and to deliver opinions.

Mekanisme Pengambilan Keputusan Rapat

Mekanisme pengambilan keputusan dalam Rapat dilakukan secara musyawarah untuk mufakat, namun apabila tidak tercapai, maka pengambilan keputusan dalam Rapat dilakukan dengan cara pemungutan suara (*voting*) secara terbuka.

Meeting Decision Making Mechanism

The decision-making mechanism at the Meeting is held by deliberation to reach a consensus. However, should the deliberation to reach consensus not be reached, then the decision-making at the Meeting shall be conducted by open vote.

Tahapan Pelaksanaan RUPS Tahunan / Implementation Stages of Annual GMS

Pemberitahuan Notification	**Pengumuman** Announcement	**Pemanggilan** Invitation	**Pelaksanaan** Implementation	**Hasil dan Keputusan** Result and Verdict
Bank Muamalat telah menyampaikan pemberitahuan mata acara RUPST kepada Kepala Eksekutif Pengawas Pasar Modal OJK melalui surat tertanggal 16-7-2020 (enam belas Juli dua ribu dua puluh) No. 151/R/PRD-SRT/VII/2020 dan kepada Deputi Komisioner Pengawas Perbankan III OJK melalui Surat No. 152/R/PRD-SRT/VII/2020 tanggal 16-7-2020 (enam belas Juli dua ribu dua puluh) perihal Pemberitahuan Rencana Penyelenggaraan Rapat Umum Pemegang Saham Tahunan ("RUPST") PT BANK MUAMALAT INDONESIA Tbk ("Perseroan") dan Penyampaian Mata Acara RUPST Perseroan.	Bank Muamalat telah mengumumkan RUPST di harian Harian Ekonomi Neraca pada tanggal 23 Juli 2020 dan situs web Perseroan.	Bank Muamalat telah melakukan pemanggilan untuk RUPST pada Harian Ekonomi Neraca tanggal 7 Agustus 2020 dan situs web Perseroan.	Bank Muamalat melangsungkan RUPST pada hari Senin, 31 Agustus 2020 pukul 10.00 hingga pukul 11.58 WIB, bertempat di Muamalat Tower, Ballroom Lantai 2, Jalan Professor Doktor Satrio Kaveling 18, Jakarta 12940, Indonesia.	Ringkasan Risalah RUPST telah diumumkan pada tanggal 2 September 2020 melalui Harian Ekonomi Neraca.
Bank Muamalat has submitted notification of the AGMS agenda to the Chief Executive of Capital Market Supervisory of OJK through a letter dated 16-7-2020 (sixteen July two thousand and twenty) No. 151/R/PRD-SRT/VII/2020 and to the Deputy Commissioner for OJK Banking Supervision III through Letter Number 152/R/PRD-SRT/VII/2020 dated 16-7-2020 (sixteen July two thousand and twenty) regarding Notification of a Planned Annual General Meeting of Shareholders ("AGMS") of PT BANK MUAMALAT INDONESIA Tbk (The "Company") and the submission of the Agenda for the AGMS of the Company.	Bank Muamalat announced the AGMS in the Ekonomi Neraca daily newspapar on July 23, 2020 and in the Company's website.	Bank Muamalat announced the AGMS in the Ekonomi Neraca daily newspapar on July 23, 2020 and in the Company's website	Bank Muamalat will hold an AGMS on Monday, August 31, 2020 at 10.00 to 11.58 WIB, at Muamalat Tower, Ballroom Floor 2, Jalan Professor Doktor Satrio Kaveling 18, Jakarta 12940, Indonesia.	The Summary of Minutes of the AGMS was announced on September 2, 2020 through the Ekonomi Neraca daily newspaper.

Keputusan dan Realisasi

Seluruh Keputusan rapat telah disahkan dalam RUPS Tahunan tanggal 31 Agustus 2020 sebagai berikut:

Decision and Realization

All resolutions of the meeting were ratified at the Annual GMS on August 31, 2020 as follows:

Agenda, Keputusan, dan Realisasi RUPS Tahunan

Agenda, Resolution and Realization of the Annual GMS

No	Agenda	Jumlah Pemegang Saham yang Bertanya Number of Shareholders Who Asked	Pengambilan Keputusan Decision Making	Keputusan Decision	Realisasi Realization
1	Persetujuan Laporan Tahunan Perseroan Tahun Buku 2019 termasuk Laporan Tugas Pengawasan Dewan Komisaris dan Dewan Pengawas Syariah untuk Tahun Buku 2019 serta pengesahan Laporan Keuangan Perseroan untuk Tahun Buku 2019.	3 Pemegang Saham	Dengan Pemungutan Suara Setuju: 94,39% Abstain: 0% Tidak Setuju: 5,61%	Menyetujui Laporan Tahunan Perseroan Tahun Buku 2019 termasuk Laporan Tugas Pengawasan Dewan Komisaris dan Dewan Pengawas Syariah untuk Tahun Buku 2019 dan mengesahkan Laporan Keuangan Perseroan untuk Tahun Buku 2019. Selanjutnya dengan telah disetujuinya Laporan Tahunan Perseroan Tahun Buku 2019 termasuk Laporan Tugas Pengawasan Dewan Komisaris dan Dewan Pengawas Syariah untuk Tahun Buku 2019 serta disahkannya Laporan Keuangan Perseroan untuk Tahun Buku 2019, maka Rapat telah memberikan pelunasan dan pembebasan tanggung-jawab sepenuhnya (volledig acquit et de charge) kepada anggota Direksi, Dewan Komisaris dan Dewan Pengawas Syariah Perseroan atas tindakan pengurusan dan pengawasan Perseroan yang telah dijalankan selama Tahun Buku 2019, sepanjang tindakan tersebut tercermin dari Laporan Tahunan dan Laporan Keuangan Perseroan Tahun Buku 2019 serta bukan merupakan tindak pidana atau pelanggaran terhadap ketentuan peraturan perundang-undangan yang berlaku.	Sudah direalisasikan pada tahun 2020 dan Laporan Tahunan Perseroan telah disampaikan kepada OJK melalui surat No. 057/B/PRD-SRT/III/2020 dan No. 057/B/PRD-SRT/III/2020 tanggal 4 Maret 2020 kepada pihak-pihak terkait dan kepada lembaga-lembaga terkait.
	Approval on the Company's Annual Report for the 2019 Fiscal Year including the Supervisory Report of the Board of Commissioners and the Sharia Supervisory Board for the 2019 Financial Year and ratification of the Company's Financial Statements for the 2019 Financial Year	3 Shareholders	By Voting: Agree: 94.39% Abstain: 0% Disagree: 5.61%	Approve the Company's Annual Report for the 2019 Fiscal Year including the Supervisory Report of the Board of Commissioners and the Sharia Supervisory Board for the 2019 Financial Year and ratified the Company's Financial Statements for the 2019 Financial Year. Furthermore, with the approval of the Company's Annual Report for the 2019 Fiscal Year including the Supervisory Report of the Board of Commissioners and the Sharia Board of Trustees for the 2019 Financial Year and the ratification of the Company's Financial Statements for the 2019 Financial Year, the Meeting has granted full payment and release of responsibility (*volledig acquit et de charge*) to members of the Board of Directors, Board of Commissioners and the Company's Sharia Supervisory Board for management and supervision of the Company which have been carried out during the 2019 Financial Year, as long as these actions are reflected in the Company's Annual Report and Financial Statements for the 2019 Financial Year and are not a criminal act or a violation of the provisions of the prevailing laws and regulations.	It has been realized in 2020 and the Company's Annual Report has been submitted to OJK through letter No. 057/B/PRD-SRT/III/2020 and No. 057/B/PRD-SRT/III/2020 dated March 4, 2020 to related parties and institutions.
2	Persetujuan Penggunaan Laba Bersih Perseroan untuk Tahun Buku 2019	Tidak terdapat pemegang saham yang menyampaikan pertanyaan maupun pendapat/ tanggapan	Dengan musyawarah untuk mufakat	Menyetujui laba bersih Perseroan untuk Tahun Buku 2019 setelah pajak sebesar Rp16.326.330.630,00 (enam belas miliar tiga ratus dua puluh enam juta tiga ratus tiga puluh ribu enam ratus tiga puluh rupiah) seluruhnya dipergunakan untuk cadangan Perseroan, sehingga tidak ada pembagian dividen atas laba bersih Perseroan Tahun Buku 2019.	Sudah direalisasikan pada tahun 2020 dan Laba bersih Perseroan untuk Tahun Buku 2019 tidak dibagikan dan dipergunakan untuk cadangan Perseroan.
	Approval for the Use of the Company's Net Profit for Fiscal Year 2019	There are no shareholders who submitted questions, opinions, responses	Delibaration to reach a concensus	Approve the Company's net profit for Fiscal Year 2019 after tax of Rp16,326,330,630.00 (sixteen billion three hundred twenty six million three hundred thirty thousand six hundred thirty rupiah) entirely used for the Company's reserves, so that no dividend was distributed on the Company's net income for Fiscal Year 2019.	It has been realized in 2020 and the Company's Net Profit for the Fiscal Year 2019 shall not be distributed and used in its entiretly for the Company's reserves.

No	Agenda	Jumlah Pemegang Saham yang Bertanya Number of Shareholders Who Asked	Pengambilan Keputusan Decision Making	Keputusan Decision	Realisasi Realization
3	Penunjukan Kantor Akuntan Publik untuk melakukan audit Laporan Keuangan Perseroan Tahun Buku 2020 dan audit lain yang dibutuhkan Perseroan	2 pemegang saham	Dengan musyawarah untuk mufakat	Menyetujui untuk memberikan kewenangan kepada Dewan Komisaris Perseroan untuk menunjuk, mengakhiri dan/atau mengganti Kantor Akuntan Publik untuk mengaudit Laporan Keuangan Perseroan Tahun Buku 2020 dan/atau audit lain yang dibutuhkan Perseroan serta menetapkan jumlah honorarium dan persyaratan penunjukan lainnya yang wajar bagi Kantor Akuntan Publik tersebut. Pemberian kewenangan kepada Dewan Komisaris Perseroan tersebut diusulkan untuk efektifitas proses penunjukan pengakhiran dan/atau penggantian Kantor Akuntan Publik yang sesuai dengan kondisi Perseroan yang akan dilaksanakan dengan kriteria/batasan yang dianggap sesuai oleh Dewan Komisaris Perseroan dengan kondisi Perseroan.	Sudah direalisasikan pada tahun 2020 dan Dewan Komisaris telah menunjuk Kantor Akuntan Publik untuk mengaudit Laporan Keuangan Perseroan Tahun Buku 2019 berdasarkan rekomendasi dari Komite Audit. Penunjukan berdasarkan surat Dewan Komisaris tanggal 21 Desember 2020 dan telah dilaporkan kepada OJK tanggal 28 Desember 2020.
	Appointment of a Public Accountant Office to audit the Company's Financial Statements for 2020 Fiscal Year and other audits required by the Company	2 Shareholders	Deliberation to reach a consensus	Approve giving authority to the Company's Board of Commissioners to appoint, dismiss, and/or replace the Public Accountant Firm to audit the Company's Financial Statements for 2020 Fiscal Year and/or other audits required by the Company and determining the appropriate amount of honorarium and other appointment requirements for the appointed Public Accounting Firm. The granting of authority to the Board of Commissioners of the Company is proposed for the effectiveness of the process of appointing the termination and/or replacement of the Public Accountant Office in accordance with the conditions of the Company to be implemented with criteria/limits deemed appropriate by the Board of Commissioners of the Company with the conditions of the Company.	It has been realized in 2020 and the Board of Commissioners has appointed the Public Accountant Firm to audit the Company's Financial Statements for 2019 Fiscal Year based on recomendation from the Audit Committee. The appointment based on letter from Board of Commissioners on December 21, 2020 and has been reported to FSA on December 28, 2020.

Alasan Belum Terealisasinya Keputusan

Seluruh hasil keputusan RUPS Tahunan tanggal 31 Agustus 2020 seluruhnya telah direalisasikan pada tahun 2020.

Reason for Unrealized Decisions

All resolutions of the Annual GMS on August 31, 2020 have been realized in 2020.

Rapat Umum Pemegang Saham (RUPS) Tahun 2019

Sepanjang tahun 2019, Bank Muamalat Indonesia menyelenggarakan RUPS sebanyak 3 (tiga) kali yang terdiri dari 1 (satu) kali RUPS Tahunan dan 2 (dua) kali RUPS Luar Biasa.

The General Meeting of Shareholders (GMS) in 2019

Throughout 2019, Bank Muamalat Indonesia held 3 (three) GMS, consisting of 1 (one) Annual GMS and 2 (two) Extraordinary GMS.

Rapat Umum Pemegang Saham (RUPS) Tahunan

RUPST diselenggarakan pada hari Jumat tanggal 17 Mei 2019, pada pukul 09.43 hingga 14.36 WIB di Muamalat Tower Ballroom Lantai 2, Jalan Profesor Doktor Satrio Kaveling 18, Jakarta 12940. RUPST tersebut dihadiri oleh seluruh Dewan Pengawas Syariah, Dewan Komisaris dan Direksi.

Selain itu, turut hadir perwakilan pemegang saham seri A dan seri B yang mewakili 92,716% pemegang saham dengan hak suara. Dengan demikian, kuorum telah terpenuhi.

The Annual General Meeting of Shareholders (AGMS)

The AGMS was held on Friday, May 17, 2019, from 09.43 to 14.36 WIB at Muamalat Tower Ballroom Floor 2nd, Jalan Professor Doktor Satrio Kaveling 18, Jakarta 12940. The AGMS was attended by the entire Sharia Supervisory Board, the Board of Commissioners and Directors.

In addition, there were also representatives of series A and series B shareholders representing 92.716% of shareholders with voting rights. Thus, the quorum was fulfilled.

Keputusan dan Realisasi

Seluruh Keputusan rapat telah disahkan dalam Akta No. 28 Notaris Utiek R. Abdurachman, S.H., MLI., Mkn. tanggal 17 Mei 2019.

Decision and Realization

Minutes of the GMS have been ratified in Deed Number 288 of Notary Utiek R. Abdurachman, S.H., MLI., on May 17, 2019.

Keputusan dan Realisasi RUPS Tahunan 2019

Decision and Realization of the 2019 Annual GMS

No	Keputusan	Decision	Realisasi Realization
1	Menyetujui Laporan Tahunan Perseroan Tahun Buku 2018 termasuk Laporan Tugas Pengawasan Dewan Komisaris dan Dewan Pengawas Syariah untuk Tahun Buku 2018 dan mengesahkan Laporan Keuangan Perseroan untuk Tahun Buku 2018. Selanjutnya dengan telah disetujuinya Laporan Tahunan Perseroan Tahun Buku 2018 termasuk Laporan Tugas Pengawasan Dewan Komisaris dan Dewan Pengawas Syariah untuk Tahun Buku 2018 serta disahkannya Laporan Keuangan Perseroan untuk Tahun Buku 2018, maka berarti Rapat telah memberikan pelunasan dan pembebasan tanggung-jawab sepenuhnya (*volledig acquit et de charge*) kepada anggota Direksi, Dewan Komisaris dan Dewan Pengawas Syariah Perseroan atas tindakan pengurusan dan pengawasan Perseroan yang telah dijalankan selama Tahun Buku 2018, sepanjang tindakan tersebut tercermin dari Laporan Tahunan dan Laporan Keuangan Perseroan Tahun Buku 2018 serta bukan merupakan tindak pidana atau pelanggaran terhadap ketentuan peraturan perundang-undangan yang berlaku.	Approve the Company's Annual Report for the Fiscal Year, including the Supervisory Report of the Board of Commissioners and the Sharia Supervisory Board for the Fiscal Year 2018 and ratify the Company's Financial Report for the Fiscal Year 2018. Furthermore, with the approval of the Company's Annual Report for Fiscal Year 2018 including the Supervisory Report of the Board of Commissioners and Sharia Supervisory Board for the 2018 Fiscal Year and the ratification of the Company's Financial Report for the Fiscal Year 2018, it means that the Meeting has given full settlement and release of responsibility (volledig acquit et de charge) to members of the Board of Directors, the Board of Commissioners and the Sharia Supervisory Board of the Company for the management and supervisory actions of the Company that have been carried out during the 2018 Fiscal Year, including those who have ended their tenure in 2017, as long as those actions are reflected in the Annual Report and the Financial Statements of the 2018 Fiscal Year and do not constitute a criminal offense or violation on the provisions of the applicable laws and regulations.	Sudah direalisasikan dan Laporan Tahunan Perseroan telah disampaikan kepada OJK pada tahun 2019. It has already been realized and The Annual Report of the Company has been submitted to OJK in 2019
2	Menyetujui laba bersih Perseroan untuk Tahun Buku 2018 setelah Pajak sebesar Rp46.002.044.000,00 (empat puluh enam miliar dua juta empat puluh empat ribu rupiah) seluruhnya dipergunakan untuk cadangan Bank sehingga tidak diadakan pembagian dividen atas laba bersih Bank Tahun Buku 2018.	Approved that the Company's net profit for the 2018 Fiscal Year after Tax is Rp 46,002,044,000.00 (forty six billion two million forty four thousand rupiah) entirely to be used for the Bank's reserves so that there is no distribution of dividends on the Bank's net profit for the 2018 Fiscal Year.	Sudah direalisasikan dan Laba bersih Perseroan untuk Tahun Buku 2019 tidak dibagikan dan masuk sebagai komponen modal. It has been realized and the Company's net profit for the 2019 Financial Year is not distributed and recorded as a capital component.
3	Menyetujui untuk memberikan kewenangan kepada Dewan Komisaris Bank untuk menunjuk, mengakhiri dan/atau mengganti Kantor Akuntan Publik untuk mengaudit Laporan Keuangan Perseroan Tahun Buku 2019 dan/atau audit lain yang dibutuhkan Bank serta menetapkan jumlah honorarium dan persyaratan penunjukan lainnya yang wajar bagi Kantor Akuntan Publik tersebut. Pemberian kewenangan kepada Dewan Komisaris tersebut diusulkan untuk efektivitas proses penunjukan pengakhiran dan/atau penggantian Kantor Akuntan Publik yang sesuai dengan kondisi Bank yang akan dilaksanakan dengan kriteria/batasan yang dianggap sesuai oleh Dewan Komisaris Bank dengan kondisi Bank.	Gave authority to the Board of Commissioners of the Company to appoint, terminate and/or replace the Public Accountant Office to audit the Company's Financial Statements for 2019 Fiscal Year and/or other audits required by the Company and determine the honorarium and decided other reasonable requirements for the Public Accountant Office. The granting of authority to the Board of Commissioners of the Company is proposed for the effectiveness of the process of appointing the discontinuation and/or replacement of the Public Accountant Firm in accordance with the conditions of the Company to be carried out with the criteria/limits deemed appropriate to the Board of Commissioners of the Company with the conditions of the Company.	Sudah direalisasikan pada rahun 2019 dan Dewan Komisaris telah menunjuk Kantor Akuntan Publik untuk mengaudit Laporan Keuangan Perseroan Tahun Buku 2019 berdasarkan rekomendasi dari Komite Audit. It has been realized in 2019 and the Board of Commissioners has appointed a Public Accounting Firm to audit the Company's Financial Statements for the 2019 Fiscal Year based on the recommendations of the Audit Committee.
4	1. Menyetujui pengakhiran masa tugas Direksi, Dewan Komisaris dan Dewan Pengawas Syariah Perseroan Periode 2014-2019 disertai dengan ucapan terima kasih atas jasa-jasanya selama ini untuk kemajuan Perseroan; 2. Dengan memperhatikan rekomendasi Komite Nominasi dan Remunerasi sebagaimana terdapat dalam Surat Dewan Komisaris No. 022/B/COM-SRT/V/2019 tanggal 14 Mei 2019, menyetujui susunan anggota Direksi, Dewan Komisaris, dan Dewan Pengawas Syariah Perseroan Periode 2019-2024 sebagai berikut: a. Tuan Achmad Kusna Permana selaku Direktur Utama Perseroan; b. Tuan Andri Donny selaku Direktur Kepatuhan Perseroan;	1. Approved the termination of the term of office of the Board of Directors, Board of Commissioners and Sharia Supervisory Board of the Company for the 2014-2019 period accompanied by a thank you for their services so far for the progress of the Company; 2. Considering the recommendations of the Nomination and Remuneration Committee as contained in the Letter of the Board of Commissioners No. 022/B/COM-SRT/V/2019 dated May 14, 2019, approve the composition of the members of the Board of Directors, Board of Commissioners and Sharia Supervisory Board of the Company for the 2019-2024 period as following: a. Mr. Achmad Kusna Permana as the President Director of the Company; b. Mr. Andri Donny as the Compliance Director of the Company;	Sehubungan dengan pengangkatan Bapak Avianto sebagai Direktur Perseroan, Bapak Avianto telah dinyatakan lulus Penilaian Kemampuan dan Kepatutan oleh OJK tanggal 13 Januari 2020. In regard to the appointment of Mr. Avianto as Director of the Company, Mr. Avianto has been declared to have passed the Fit and Proper Test by the OJK on January 13, 2020.

No	Keputusan	Decision	Realisasi Realization
	c. Tuan Hery Syafril selaku Direktur Perseroan; d. Tuan Purnomo Budiwibowo Soetadi selaku Direktur Perseroan; e. Tuan Awaldi selaku Direktur Perseroan; f. Tuan Avianto selaku Direktur Perseroan; g. Tuan Ilham Akbar Habibie selaku Komisaris Utama sekaligus Komisaris Independen Perseroan; h. Tuan Iggi Haruman Achsien selaku Komisaris Independen Perseroan; i. Tuan Edy Setiadi selaku Komisaris Independen Perseroan; j. Tuan Mohamed Hedi Mejai selaku Komisaris Perseroan; k. Tuan Abdulsalam Mohammad Joher Al-Saleh selaku Komisaris Perseroan; l. Tuan Kyai Haji Doktor (Honoris Causa) Ma'ruf Amin selaku Ketua Dewan Pengawas Syariah Perseroan; m. Tuan Doktor Haji Oni Sahroni, Master of Arts, selaku anggota Dewan Pengawas Syariah Perseroan; n. Tuan Doktorandus Haji Sholahudin Al Aiyub, Magister Sains, selaku anggota Dewan Pengawas Syariah Perseroan,	c. Mr. Hery Syafril as Director of the Company; d. Mr. Purnomo Budiwibowo Soetadi as Director of the Company; e. Mr. Awaldi as Director of the Company; f. Mr. Avianto as Director of the Company; g. Mr. Ilham Akbar Habibie as the President Commissioner and Independent Commissioner of the Company; h. Mr. Iggi Haruman Achsien as Independent Commissioner of the Company; i. Mr. Edy Setiadi as Independent Commissioner of the Company; j. Mr. Mohamed Hedi Mejai as Independent Commissioner of the Company k. Mr. Abdulsalam Mohammad Joher Al-Saleh as Commissioner of the Company; l. Mr. Kyai Haji DR (HC) Ma'ruf Amin as Chairman of Sharia Supervisory Board of the Company; m. Mr. DR H. Oni Sahroni, MA as Member of Sharia Supervisory Board of the Company n. Mr. Drs. H Sholahudin Al Aiyub, M.Si as Member of Sharia Supervisory Board of the Company	
	dengan tidak mengurangi hak RUPS untuk memberhentikannya sewaktu-waktu sebelum masa jabatannya sesuai dengan ketentuan Anggaran Dasar Perseroan, terhitung sejak ditutupnya Rapat sampai dengan ditutupnya Rapat Umum Pemegang Saham Tahunan Perseroan Tahun 2024, dengan ketentuan: • Bagi calon anggota Direksi dan Dewan Komisaris Perseroan yang belum memperoleh penetapan lulus Penilaian Kemampuan dan Kepatutan dari OJK, pengangkatannya akan berlaku efektif setelah memperoleh penetapan lulus Penilaian Kemampuan dan Kepatutan dari OJK; dan • Bagi calon anggota Dewan Pengawas Syariah Perseroan yang belum memperoleh persetujuan dari OJK, pengangkatannya akan berlaku efektif setelah memperoleh persetujuan dari OJK.	without prejudice to the right of the GMS to dismiss him at any time before his term of office in accordance with the provisions of the Articles of Association of the Company, starting from the closing of the Meeting until the closing of the Annual General Meeting of Shareholders of the Company in 2024, provided that: • For prospective members of the Board of Directors and Board of Commissioners of the Company who have not yet obtained the determination to pass the Fit and Proper Test from the OJK, their appointment will be effective after obtaining the determination to pass the Fit and Proper Test from the OJK; and • For prospective members of the Company's Sharia Supervisory Board who have not received approval from OJK, the appointment will be effective after obtaining approval from OJK.	
	3. Menyetujui pemberian kuasa kepada Dewan Komisaris untuk menentukan besarnya gaji dan tunjangan untuk masing-masing anggota Direksi Periode 2019-2024.	3. Approved the granting of power to the Board of Commissioners to determine the amount of salary and allowances for each member of the Board of Directors for the 2019-2024 period.	
	4. Menetapkan besarnya gaji dan tunjangan untuk masing-masing anggota Dewan Komisaris dan Dewan Pengawas Syariah Periode 2019-2024 yang akan mengikuti ketentuan Anggaran Dasar Perseroan.	4. Determined the amount of salary and allowances for each member of the Board of Commissioners and Sharia Supervisory Board for the period 2019-2024 which will follow the provisions of the Company's Articles of Association.	
	5. Menyetujui pemberian kuasa kepada Dewan Komisaris guna mewakili Perseroan untuk menandatangani perjanjian (*management contract*) dengan masing-masing anggota Direksi periode 2019-2024, dengan ketentuan bagi anggota Direksi Periode 2019-2024 yang telah menjabat pada periode sebelumnya dan *management contract*-nya saat ini telah ada dan masih berlaku, maka *management contract*-nya akan tetap berlaku sesuai dengan jangka waktu *management contract* tersebut, kecuali jika terdapat perubahan;	5. Approved the granting of power to the Board of Commissioners to represent the Company to sign an agreement (management contract) with each member of the Board of Directors for the period 2019-2024, with provisions for members of the Board of Directors for the 2019-2024 period who had served in the previous period and their current management contract already exists and is still valid, the management contract will remain valid in accordance with the term of the management contract, unless there is a change;	

No	Keputusan	Decision	Realisasi Realization
	6. Menyetujui pemberian kuasa kepada Direksi guna mewakili Bank untuk menandatangani perjanjian (*management contract*) dengan masing-masing anggota Dewan Komisaris dan Dewan Pengawas Syariah Periode 2019-2024, dengan ketentuan bagi anggota Dewan Komisaris dan Dewan Pengawas Syariah Periode 2019-2024 yang telah menjabat pada periode sebelumnya dan *management contract*-nya saat ini telah ada dan masih berlaku, maka *management contract*-nya akan tetap berlaku sesuai dengan jangka waktu *management contract* tersebut, kecuali jika terdapat perubahan; dan 7. Menyetujui pemberian kuasa kepada Direksi dengan hak substitusi, untuk menyatakan kembali keputusan berkenaan dengan pengangkatan anggota Direksi, Dewan Komisaris dan Dewan Pengawas Syariah Perseroan Periode 2019-2024 tersebut ke dalam akta Notaris dan memberitahukannya kepada pihak yang berwenang dan sehubungan dengan hal tersebut untuk melakukan segala sesuatu yang diperlukan sesuai dengan ketentuan peraturan perundangan yang berlaku.	6. Approved the granting of power to the Board of Directors to represent the Bank to sign an agreement (management contract) with each member of the Board of Commissioners and the Sharia Supervisory Board for the 2019-2024 Period, with provisions for members of the Board of Commissioners and Sharia Supervisory Board for the period 2019 - 2024 who have served in the previous period and the current management contract already exists and is still valid, the management contract will remain valid in accordance with the management contract period, unless there is a change; and 7. Approve the granting of power of attorney to the Board of Directors with substitution rights, to restate the decision regarding the appointment of the members of the Board of Directors, Board of Commissioners and Sharia Supervisory Board of the Company for the 2019-2024 period into the Notary deed and notify the authorized party and in connection with this matter to do everything needed in accordance with the provisions of the prevailing laws and regulations.	

Jabatan	Nama Name	Position
Dewan Pengawas Syariah		**Sharia Supervisory Board**
Ketua	K.H. DR. (HC) Ma'ruf Amin	Chairman
Anggota	Dr. H. Oni Sahroni, MA	Member
Anggota	Drs. H. Sholahudin Al Aiyub, M.Si	Member
Dewan Komisaris		**Board of Commissioners**
Komisaris Utama/Komisaris Independen	Ilham Akbar Habibie	President Commissioner/ Independent Commissioner
Komisaris Independen	Iggi H. Achsien	Independent Commissioner
Komisaris Independen	Edy Setiadi	Independent Commissioner
Komisaris	Mohamed Hedi Mejai	Commissioner
Komisaris	Abdulsalam Mohammad Joher Al-Saleh	Commissioner
Direksi		**Board of Directors**
Direktur Utama	Achmad K. Permana	President Director
Direktur Keuangan	Hery Syafril	Finance Director
Direktur Kepatuhan	Andri Donny	Compliance Director
Direktur Bisnis Ritel	Purnomo B. Soetadi	Retail Business Director
Direktur Operasi	Awaldi	Operation Director
Direktur Risiko	Avianto Istihardjo	Risk Director

	dengan ketentuan bahwa: • Bagi calon anggota Direksi dan Dewan Komisaris Perseroan yang belum memperoleh penetapan lulus Penilaian Kemampuan dan Kepatutan dari OJK, maka pengangkatannya akan berlaku efektif setelah memperoleh penetapan lulus Penilaian Kemampuan dan Kepatutan (*Fit and Proper Assessment*) dari OJK. Dalam hal yang bersangkutan dinyatakan tidak lulus Penilaian Kemampuan dan Kepatutan (*Fit and Proper Assessment*), maka pengangkatan yang bersangkutan menjadi batal, tanpa diperlukan lagi suatu keputusan dari Rapat Umum Pemegang Saham; dan • Bagi calon anggota Dewan Pengawas Syariah Perseroan yang belum memperoleh persetujuan dari OJK, pengangkatannya akan berlaku efektif setelah memperoleh persetujuan dari OJK. Dalam hal yang bersangkutan tidak memperoleh persetujuan dari OJK, maka pengangkatan yang bersangkutan menjadi batal, tanpa diperlukan lagi suatu keputusan dari Rapat Umum Pemegang Saham	provided that: • For prospective members of the Board of Directors and Board of Commissioners of the Company who have not received a determination to have passed the Fit and Proper Assessment from OJK, their appointment will be effective upon obtaining a determination to have passed the Fit and Proper Assessment from OJK. In the event that the person concerned has not passed the Fit and Proper Assessment, the appointment of the person concerned will be canceled, without the need for a decision from the General Meeting of Shareholders; and • For prospective members of the Company's Sharia Supervisory Board who have not received approval from OJK, the appointment will be effective after obtaining approval from OJK. In the event that the person concerned does not obtain approval from the OJK, the appointment of the person concerned will be canceled, without the need for a decision from the General Meeting of Shareholders.	
5	Pertanggungjawaban Direksi dan Dewan Komisaris atas pelaksanaan Keputusan Rapat Umum Pemegang Saham Luar Biasa (RUPSLB) tanggal 11 Oktober 2018 dan Rapat Umum Pemegang Saham Tahunan (RUPST) tanggal 28 Juni 2018.	Accountability of the Board of Directors and the Board of Commissioners for the implementation of the Resolutions of the Extraordinary General Meeting of Shareholders (EGMS) on 11 October 2018 and the Annual General Meeting of Shareholders (AGMS) on 28 June 2018.	Telah terlaksana, karena tidak ada keputusan mengingat sifatnya yang merupakan penyampaian. It has been implemented, because there is no decision considering it is an announcement.

No	Keputusan	Decision	Realisasi Realization
6	Penjelasan Pelaksanaan Tindakan Pembelian, Penjualan, Pengalihan dan/atau Tukar Menukar Aset Perseroan dalam rangka Penguatan Modal Perseroan.		Telah terlaksana, karena tidak ada keputusan mengingat sifatnya yang merupakan penyampaian. It has been implemented, because there is no decision considering it is an announcement.

Alasan Keputusan Belum Direalisasikan

Seluruh hasil keputusan RUPS Tahunan tanggal 17 Mei 2019 seluruhnya telah direalisasikan.

Reasons for Decisions Not Yet Realized

All resolutions of the Annual GMS on May 17, 2019 have been realized.

Rapat Umum Pemegang Saham Luar Biasa (RUPSLB)

The Extraordinary General Meeting of Shareholders (EGMS)

Rapat Umum Pemegang Saham Luar Biasa (RUPSLB) Pertama

RUPSLB pertama diselenggarakan pada hari Jumat tanggal 17 Mei 2019, pukul 15:05-15.44 WIB di Muamalat Tower Ballroom Lantai 2, Jalan Profesor Doktor Satrio Kaveling 18, Jakarta 12940. RUPSLB tersebut dihadiri oleh seluruh Dewan Pengawas Syariah, Dewan Komisaris dan Direksi.

Selain itu, turut hadir perwakilan pemegang saham seri A dan seri B yang mewakili 92,912% pemegang saham dengan hak suara. Dengan demikian, kuorum telah terpenuhi.

The First of The Extraordinary General Meeting of Shareholders (EGMS)

The first meeting of EGMS was held on Friday 17 May 2019, at 15: 05-15.44 WIB at Muamalat Tower Ballroom Floor 2, Jalan Professor Doktor Satrio Kaveling 18, Jakarta 12940. The EGMS was attended by the entire Sharia Supervisory Board, Council Commissioners and Directors.

There were also representatives of series A and series B shareholders representing 92.912% of shareholders with voting rights. Therefore, the quorum was fulfilled.

Keputusan dan Realisasi

Seluruh Keputusan rapat telah disahkan dalam Akta No. 30 Notaris Utiek R. Abdurachman, S.H., MLI., Mkn tanggal 17 Mei 2019.

Decision and Realization

All meeting decisions have been ratified in Deed Number 30 Notary Utiek R. Abdurachman, SH., MLI., Mkn on May 17, 2019.

Keputusan dan Realisasi RUPS Luar Biasa Pertama Tahun 2019

Decision and Realization of the First Extraordinary GMS of 2019

No	Keputusan	Decision	Realisasi Realization
1	Menyetujui penjaminan Aset Perseroan yang Akan Dijaminkan kepada PT SMF dan/atau pihak lain. Aset Perseroan yang Akan Dijaminkan adalah tagihan pembiayaan milik Perseroan yang akan dijaminkan Perseroan kepada PT Sarana Multigriya Finansial (Persero) dan/atau pihak lainnya pada tahun 2019 ini hingga penyelenggaraan Rapat Umum Pemegang Saham Tahunan 2020 yang akan datang, sebagai jaminan utang Perseroan atau pihak lain atas fasilitas pembiayaan yang diberikan oleh PT Sarana Multigriya Finansial dan/atau pihak lain, baik dalam satu transaksi penjaminan atau lebih yang jumlahnya maksimum sebesar Rp3.000.000.000.000 (tiga triliun rupiah).	Agreed upon Company Assets to be Guaranteed. The Company's Assets To Be Guaranteed are the Company's financing bills and/or other Company assets that the Company will pledge to PT Sarana Multigriya Financial (Persero) and/or other parties in 2018 until the next Annual General Meeting of Shareholders next year or more guarantee transactions, the maximum amount of which is Rp3,000,000,000,000 (three trillion rupiah).	Transaksi dengan PT SMF telah direalisasikan. The transaction with PT SMF has been realized.
2	• Menyetujui rencana akuisisi terhadap Perseroan oleh Al Falah Investment Pte Limited; • Menyetujui Rancangan Akuisisi Bersama; • Menyetujui konsep Akta Akuisisi; • Memberikan kewenangan kepada Direksi untuk melaksanakan rencana akuisisi tersebut dan segala tindakan yang dianggap perlu dalam melaksanakan rencana akuisisi dimaksud, termasuk setiap perubahan atau tambahan yang diputuskan oleh Direksi dan Dewan Komisaris.	• Approved the planned acquisition of the Company by Al Falah Investment Pte Limited; • Approved the Draft of Joint Acquisition; • Approved the draft of Acquisition Deed; • Grant authority to the Board of Directors to carry out the acquisition plan and any actions deemed necessary in carrying out the said acquisition plan, including any changes or additions decided by the Board of Directors and the Board of Commissioners.	Belum dapat direalisasikan Not yet realized

Alasan Keputusan Belum Direalisasikan

Transaksi akuisisi terhadap Perseroan oleh Al Falah Investment Pte Limited belum dapat direalisasikan mengingat Perseroan sedang mengupayakan proses dengan calon investor baru lainnya.

Rapat Umum Pemegang Saham Luar Biasa (RUPSLB) Kedua

RUPSLB Kedua digelar pada hari Senin, tanggal 16 Desember 2019 dan bertempat di Ballroom B. J. Habibie - Muamalat Tower Lantai 2, Jalan Profesor Doktor Satrio Kaveling 18 Jakarta 12940, pada pukul 09.50-11.47 WIB. RUPSLB tersebut dihadiri oleh seluruh Dewan Pengawas Syariah, Dewan Komisaris dan Direksi.

Selain itu, turut hadir perwakilan pemegang saham seri A dan seri B yang mewakili 92,912% pemegang saham dengan hak suara. Dengan demikian, kuorum telah terpenuhi.

Keputusan dan Realisasi

Seluruh Keputusan rapat telah disahkan dalam Akta No. 80 Notaris Ashoya Ratam, SH, M.Kn tanggal 16 Desember 2019.

Reason for Decision Not Yet Realized

The acquisition transaction of the Company by Al Falah Investment Pte Limited cannot be realized considering that the Company is putting effort with other potential investors.

The Second of The Extraordinary General Meeting of Shareholders (EGMS)

The Second meeting of EGMS was held on Monday, December 16, 2019 and took place at the Ballroom B. J. Habibie - Muamalat Tower 2nd Floor, Jalan Professor Doktor Satrio Kaveling 18 Jakarta 12940, at 09.50-11.47 WIB. The EGMS was attended by the entire Sharia Supervisory Board, the Board of Commissioners and Board of Directors.

In addition, there were also representatives of series A and series B shareholders representing 92.912% of shareholders with voting rights. Thus, the quorum was fulfilled.

Decision and Realization

All meeting decisions have been ratified in Deed Number 80 Notary Ashoya Ratam, SH, M.Kn dated December 16, 2019.

Keputusan dan Realisasi RUPS Luar Biasa Kedua Tahun 2019

Decision and Realization of the Second Extraordinary GMS of 2019

No	Keputusan	Decision	Realisasi Realization
1	1. Menyetujui pelaksanaan Penawaran Umum Terbatas (PUT) VI dengan memberikan Hak Memesan Efek Terlebih Dahulu (HMETD), dengan syarat dan ketentuan sebagai berikut: a. Penerbitan Saham baru Perseroan sebanyak-banyaknya 32.965.648.490 (tiga puluh dua miliar sembilan ratus enam puluh lima juta enam ratus empat puluh delapan ribu empat ratus sembilan puluh) Saham Seri B dengan nilai nominal Rp100,- (seratus rupiah) setiap saham, dengan harga pelaksanaan yang akan diinformasikan dalam prospektus PUT VI mendatang Dengan demikian, jika saham baru tersebut seluruhnya diambil oleh Pemegang Saham Perseroan, modal ditempatkan dan disetor Perseroan akan meningkat dari 10.207.702.335 (Sepuluh Miliar Dua Ratus Tujuh Juta Tujuh Ratus Dua Ribu Tiga Ratus Tiga Puluh Lima) Saham atau seluruhnya dengan nilai nominal sebesar Rp1.103.435.151.000,- (satu triliun seratus tiga miliar empat ratus tiga puluh lima juta seratus lima puluh satu ribu rupiah), menjadi sebanyak-banyaknya sejumlah 43.173.350.825 (empat puluh tiga miliar seratus tujuh puluh tiga juta tiga ratus lima puluh ribu delapan ratus dua puluh lima) Saham yang terdiri dari Saham Seri A dan Saham Seri B, dengan jumlah nominal seluruhnya sebesar Rp4.400.000.000.000,- (empat triliun empat ratus miliar rupiah) dan selisih keseluruhan harga pelaksanaan dengan nilai nominal saham akan dimasukkan sebagai agio saham. b. Penerbitan saham baru tersebut, akan dilakukan dengan cara penerbitan HMETD kepada para Pemegang Saham Perseroan. Jumlah saham yang akan diterbitkan serta rasio jumlah HMETD terhadap saham yang akan diterbitkan akan diinformasikan dalam prospektus PUT VI mendatang. c. Jumlah saham yang ditawarkan dalam PUT VI dengan cara penerbitan HMETD ini, adalah jumlah maksimum saham baru yang diterbitkan tersebut yang seluruhnya akan dikeluarkan dari portepel dengan memperhatikan peraturan perundangan yang berlaku. Saham hasil pelaksanaan PUT VI ini, memiliki hak yang sama dan sederajat dalam segala hal dengan saham yang telah disetor penuh lainnya, termasuk hak untuk memperoleh dividen. d. Setiap HMETD dalam bentuk pecahan akan dibulatkan ke bawah (*round down*). e. Apabila saham yang ditawarkan dalam PUT VI ini tidak seluruhnya diambil oleh pemegang bukti -HMETD, maka sisanya akan dialokasikan kepada pemegang saham lainnya yang melakukan pemesanan lebih besar dari haknya secara proporsional, berdasarkan jumlah HMETD yang telah dilaksanakan oleh masingmasing pemegang saham yang meminta penambahan efek berdasarkan harga pesanan. Apabila setelah alokasi tersebut masih terdapat sisa HMETD yang belum dilaksanakan, maka terhadap seluruh HMETD yang tersisa tersebut akan dibeli seluruhnya oleh Pembeli Siaga (jika ada) dan jika tidak dibeli sebagian oleh Pembeli Siaga tersebut, maka saham tidak akan dikeluarkan dari portepel. Sebagai informasi tambahan, Perseroan tidak akan mencatatkan saham yang ditawarkan dalam PUT VI ini pada Bursa Efek. f. Pemegang saham lama yang tidak melaksanakan haknya untuk membeli saham baru yang ditawarkan dalam PUT VI ini sesuai dengan HMETD-nya akan mengalami penurunan persentase kepemilikan saham atau dilusi. g. Dana yang diperoleh dari hasil PUT VI setelah dikurangi biaya-biaya emisi, akan digunakan untuk memperkuat struktur permodalan Perseroan, guna mengembangkan kegiatan pembiayaan syariah yang merupakan bagian dari kegiatan usaha utama Perseroan serta peruntukan lainnya yang dapat mendukung pertumbuhan bisnis Perseroan.	1. Approve the implementation of VI Limited Public Offering (PUT) by granting Pre-emptive Rights (HMETD), with the following terms and conditions: a. Issuance of new Shares of the Company for a maximum of 32,965,648,490 (thirty two billion nine hundred sixty five million six hundred forty eight thousand four hundred ninety) Series B Shares with a nominal value of Rp100, - (one hundred rupiah) per share with the exercise price to be informed in the prospectus of the upcoming LPO VI. Therefore, if the new shares are entirely subscribed by the Company's Shareholders, the issued and paid-in capital of the Company will increase entirely from 10,207,702,335 (ten billion two hundred seven million seven hundred two thousand three hundred thirty five) Shares or with a nominal value of Rp1,103,435,151,000 (one trillion one hundred three billion four hundred thirty five million one hundred and fifty one thousand rupiah), to a maximum of 43,173,350,825 (forty three billion one hundred and seven thirty three million three hundred fifty thousand eight hundred and twenty five) Shares consisting of Series A Shares and Series B Shares, with the total nominal value of Rp4,400,000,000,000 (four trillion four hundred billion rupiah) and the difference between the total exercise price and the nominal value of the shares will be included as a share premium. b. The issuance of the new shares will be carried out by issuing Pre-emptive Rights to the Company's Shareholders. The number of shares to be issued and the ratio of the number of Rights to the shares to be issued will be informed in the prospectus of the upcoming PUT VI. c. The number of shares offered in PUT VI by means of this Pre-emptive Rights issue is the maximum number of new shares issued from the portfolios with due observance of the applicable laws and regulations. Shares resulting from the implementation of this PUT VI have the same and equal rights in all respects with other fully paid shares, including the right to receive dividends. d. Each Rights issue in the form of a fraction will be rounded down. e. If the shares offered in this PUT VI are not entirely taken by the holder of HMETD, then the remaining shares will be allocated proportionally to other shareholders who place orders larger than their rights, based on the number of Rights that have been exercised by each shareholder requesting additional securities based on order price. If after the allocation there are still remaining HMETDs that have not been exercised, then all the remaining HMETDs will be purchased entirely by the Standby Buyer (if any) and if they are not partially purchased by the Standby Buyer, then the shares will not be issued from the portfolio. As additional information, the Company will not list the shares offered in this PUT VI at the Indonesia Stock Exchange. f. The existing shareholders who do not exercise their rights to buy the new shares offered in this PUT VI in accordance with their Pre-emptive Rights will experience a decline in the percentage of share ownership or dilution. g. Funds obtained from PUT VI after deducting issuance costs, will be used to strengthen the Company's capital structure, to develop sharia financing activities that are part of the Company's main business activities as well as for other allotments that can support the Company's business growth.	PUT VI dengan HMETD belum dapat direalisasikan dan sedang berproses termasuk persetujuan RUPS di tahun 2021. The Rights Issue VI with Pre-emptive Rights has not yet been realized and is in process including the approval of the GMS in 2021.

No	Keputusan	Decision	Realisasi Realization
	2. Menyetujui pelimpahan wewenang kepada Dewan Komisaris yang saat ini anggotanya yang telah efektif terdiri dari: • Bp. Ilham Akbar Habibie; • Bp. Iggi Haruman Achsien; • Bp. Edy Setiadi; • Bp. Mohamed Hedi Mejai; • Bp. Abdulsalam Mohammad Joher Al-Saleh. untuk menyetujui penetapan harga pelaksanaan saham baru Perseroan yang akan diterbitkan dalam PUT VI Perseroan yang akan dimuat dalam Prospektus PUT VI.	2. Approve the delegation of authority to the Board of Commissioners, whose members currently consist of: • Mr. Ilham Akbar Habibie; • Mr. Iggi Haruman Achsien; • Mr. Edy Setiadi; • Mr. Mohamed Hedi Mejai; • Mr. Abdulsalam Mohammad Joher Al-Saleh. to concur unanimously the determination of the exercise price of the Company's new shares to be issued in the Company's PUT VI which will be included in the Prospectus of PUT VI.	
	3. Menyetujui pemberian wewenang dan kuasa kepada Direksi Perseroan, dengan hak substitusi, untuk melakukan semua dan setiap tindakan yang diperlukan sehubungan dengan PUT VI, termasuk tetapi tidak terbatas untuk: a. Melakukan semua dan setiap tindakan yang diperlukan sehubungan dengan pengeluaran saham baru dalam PUT VI; b. Melakukan semua dan setiap tindakan yang diperlukan sehubungan dengan PUT VI, tanpa ada suatu tindakan pun yang dikecualikan, kesemuanya dengan memperhatikan ketentuan peraturan perundang- undangan yang berlaku, termasuk di Pasar Modal; dan c. Menyatakan/menuangkan keputusan tersebut dalam akta-akta yang dibuat di hadapan Notaris, untuk mengubah dan/atau menyusun kembali ketentuan Pasal 4 Anggaran Dasar Perseroan secara keseluruhan sesuai keputusan tersebut (termasuk menegaskan susunan pemegang saham dalam akta tersebut bilamana diperlukan), sebagaimana yang disyaratkan oleh serta sesuai dengan ketentuan perundang- undangan yang berlaku, membuat atau suruh membuat serta menandatangani akta dan surat maupun dokumen yang diperlukan, hadir dihadapan pihak/pejabat yang berwenang termasuk notaris, dan selanjutnya untuk mengajukan permohonan kepada pihak/pejabat yang berwenang, untuk memperoleh persetujuan dan/atau menyampaikan pemberitahuan atas keputusan Rapat ini dan/atau perubahan Anggaran Dasar Perseroan dalam keputusan Rapat ini, serta melakukan semua dan setiap tindakan yang diperlukan, sesuai dengan peraturan perundang-undangan yang berlaku. Dengan ketentuan bahwa, khusus untuk penetapan jumlah modal ditempatkan dan disetor serta perubahan modal dasar (jika diperlukan) dilakukan oleh Direksi dengan persetujuan Dewan Komisaris.	3. Approve the granting of authority to the Board of Directors of the Company, with the right of substitution, to carry out each and every action needed in connection with the PUT VI, including but not limited to: a. Carrying out each and every necessary action in relation to the issuance of new shares in PUT VI; b. Complete each and every necessary action in connection with PUT VI, without any exceptions, all with due observance of the provisions of the prevailing laws and regulations, including legislation in the Capital Market; and c. Declare/reveal the aforesaid decision in the deed made before the Notary, to amend and/or to rearrange the provisions of Article 4 of the Company's Articles of Association as a whole according to the decision (including affirming the composition of shareholders in the deed when necessary), as required by and in accordance with the provisions of the prevailing laws and regulations, make or order to make and sign deeds and letters and documents as needed, appear before the authorized parties/officials including notaries, and subsequently to submit applications to the authorized parties/officials, to obtain approval and/or deliver notification of the decisions of this Meeting and/or changes to the Articles of Association of the Company in the decisions of this Meeting, and take each and every action needed, in accordance with applicable laws and regulations. Provided that, specifically for the determination of the amount of issued and paid-in capital as well as changes in authorized capital (if required) are carried out by the Board of Directors with the approval of the Board of Commissioners.	
2	1. Menyetujui Penerbitan Sukuk Subordinasi dengan nilai sebanyak-banyaknya Rp6.000.000.000.000,- (enam triliun rupiah) atau setara dengan nilai lain yang akan disesuaikan dengan kebutuhan Perseroan secara sekaligus maupun bertahap 2. Menyetujui pemberian kewenangan kepada Direksi Perseroan untuk melaksanakan penerbitan Sukuk Subordinasi dimaksud, termasuk untuk menentukan struktur, skema dan akad Sukuk Subordinasi tersebut, serta hal-hal yang lain yang berkaitan dengan penerbitan Sukuk Subordinasi.	1. Approve the issuance of Subordinated Sukuk with a maximum value of Rp6,000,000,000,000 (six trillion rupiah) or equivalent value which will be adjusted simultaneously or gradually to the needs of the Company. 2. Approve the granting of authority to the Board of Directors of the Company to carry out the issuance of the said Subordinated Sukuk, including to determine the structure, scheme and contract of the Subordinated Sukuk, as well as other matters relating to the issuance of the Subordinated Sukuk.	Belum terealisasi Not yet realized

No	Keputusan	Decision	Realisasi Realization
3	Menyetujui: 1. Penunjukan Bapak Drs. H. Sholahudin Al-Aiyub, M.Si sebagai Ketua dan Ibu Hj. Siti Haniatunnisa, LLB., MH sebagai Anggota Dewan Pengawas Syariah Perseroan yang baru, sehubungan dengan pengunduran diri Bapak DR (HC) KH. Ma'ruf Amin sebagai Ketua Dewan Pengawas Syariah Perseroan melalui suratnya tanggal 17 Oktober 2019 dan pengunduran diri Bapak Oni Sahroni sebagai anggota Dewan Pengawas Syariah Perseroan dengan tanggal surat pengunduran dirinya pada 7 November 2019. 2. Susunan Anggota Dewan Pengawas Syariah Perseroan sebagai berikut: a. Ketua: Bapak Drs. H. Sholahudin Al-Aiyub, M.Si b. Anggota: Ibu Hj. Siti Haniatunnisa, LLB., MH Dengan ketentuan pengangkatan Hj. Siti Haniatunnisa, LLB., MH akan berlaku efektif setelah mendapat persetujuan dari OJK. Dalam hal pengangkatan yang bersangkutan tidak mendapatkan persetujuan dari OJK, maka pengangkatan yang bersangkutan menjadi batal, tanpa diperlukan lagi suatu keputusan dari Rapat Umum Pemegang Saham. 3. Hal-hal yang berkaitan dengan honorarium maupun tunjangan selaku anggota Dewan Pengawas Syariah akan mengikuti hasil keputusan Rapat Umum Pemegang Saham yang mengangkat anggota Dewan Pengawas Syariah lainnya yang masih menjabat. 4. Pemberian kuasa kepada Dewan Komisaris Perseroan untuk mewakili pemegang saham untuk menandatangani perjanjian dengan masing-masing anggota Dewan Pengawas Syariah yang diusulkan tersebut di atas sehubungan dengan pengangkatan anggota Dewan Pengawas Syariah.	Approve: 1. Appointment of Mr. Drs. H. Sholahudin Al-Aiyub, M.Si as Chairman and Mrs. Hj. Siti Haniatunnisa, LLB., MH as the new Member of the Company's Sharia Supervisory Board, in relation to the resignation of Mr. DR. (HC) KH. Ma'ruf Amin as Chairman of the Company's Sharia Supervisory Board through his letter dated October 17, 2019 and the resignation of Mr. Oni Sahroni as a member of the Company's Sharia Supervisory Board with his resignation letter dated November 7, 2019. 2. The composition of the members of the Sharia Supervisory Board of the Company is as follows: a. Chairman: Mr. Drs. H. Sholahudin Al-Aiyub, M.Si b. Member: Mrs. Hj. Siti Haniatunnisa, LLB., MH With the provisions of the appointment of Hj. Siti Haniatunnisa, LLB., MH will be effective after obtaining approval from OJK. In the event that the relevant appointment does not get approval from the OJK, the respective appointment will be cancelled, without the need for a decision from the General Meeting of Shareholders. 3. Matters relating to honorarium and benefits as members of the Sharia Supervisory Board will follow the results of the General Meeting of Shareholders that appoint other members of the Sharia Supervisory Board who are still in office. 4. Commissioners to represent shareholders to sign agreements with each member of the Sharia Supervisory Board proposed above, regarding the appointment of a member of the Sharia Supervisory Board.	• Penunjukan Bapak Drs. H. Sholahudin Al-Aiyub, M.Si sebagai Ketua Dewan Pengawas Syariah Perseroan yang baru telah dilaporkan kepada OJK melalui surat Perseroan No. 237/B/PRD-SRT/XII/2019 tanggal 19 Desember 2019. • Ibu Hj. Siti Haniatunnisa, LLB., MH telah mendapatkan persetujuan dari OJK melalui surat No. 009/B/CRD-SRT/I/2021 tanggal 28 Januari 2021. • The appointment of Mr. Drs. H. Sholahudin Al-Aiyub, M.Si, as the new Chairman of the Company's Sharia Supervisory Board has been reported to OJK through the Company's letter No. 237/B/PRD-SRT/XII/2019 dated December 19, 2019. • Mrs. Hj. Siti Haniatunnisa, LLB., MH has received approval from OJK through letter No. 009/B/CRD-SRT/I/2021 dated January 28, 2021.

Alasan Keputusan Belum Direalisasikan

Penerbitan Sukuk Subordinasi dengan nilai sebanyak-banyaknya Rp 6 T atau setara dengan nilai lain yang akan disesuaikan dengan kebutuhan Perseroan secara sekaligus maupun bertahap belum terealisasi namun Perseroan sedang mengupayakan penambahan modal melalui Penawan Umum Terbatas yang persetujuannya akan dimintakan melalui RUPS tahun 2021. Adapun keputusan RUPS lainnya telah direalisasikan.

Reason for Decisions Not Yet Realized

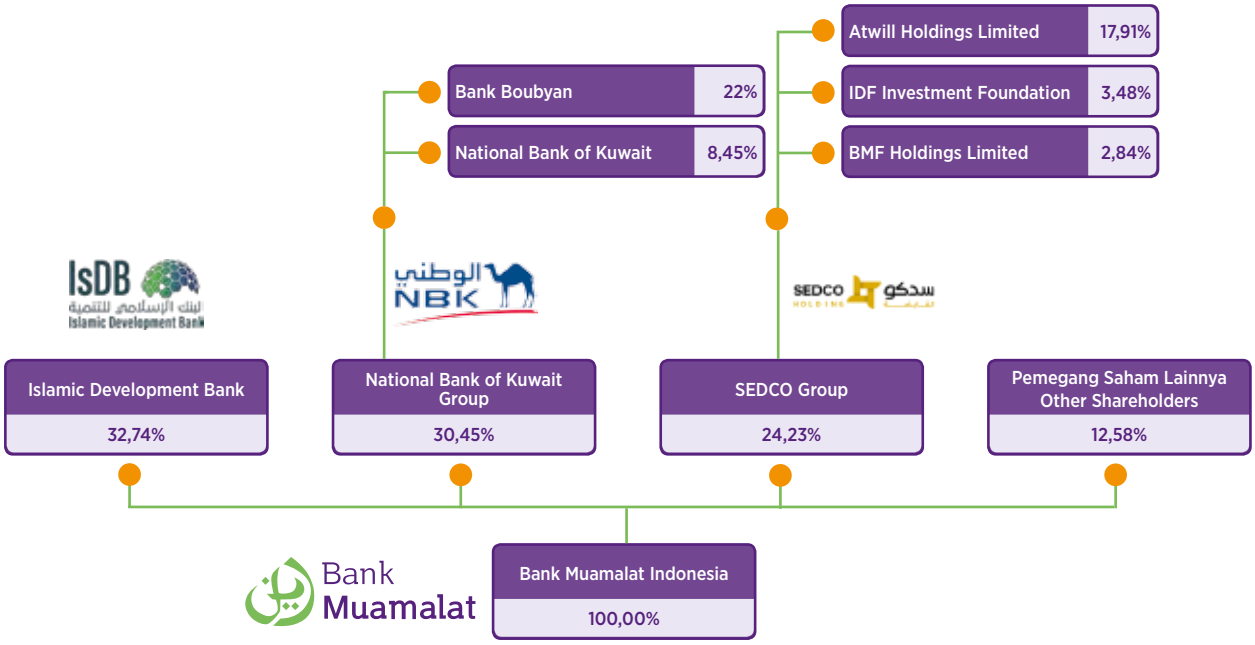
Issuance of Subordinated Sukuk with maximum value of Rp6 Trillion or equivalent to other values will be adjusted to the needs of the Company simultaneously or gradually has not been realized, but the Company is seeking additional capital through a Limited Public Offering whose approval will be requested through the 2021 GMS. Others GMS resolutions have been realized.

INFORMASI PEMEGANG SAHAM UTAMA/ PENGENDALI

Sampai dengan 31 Desember 2020, Pemegang saham utama Bank ialah Islamic Development Bank dengan kepemilikan saham sebesar 32,74% dari total keseluruhan saham yang ada. Adapun secara bagan, informasi pemegang saham utama Bank ialah sebagai berikut:

INFORMATION ON THE ULTIMATE/ CONTROLLING SHAREHOLDERS

As at December 31, 2020, the ultimate shareholder of the Bank is the Islamic Development Bank with share ownership of 32.74% of the total existing shares. As for the chart, the information on the ultimate shareholders of the Bank is as follows:



DEWAN PENGAWAS SYARIAH

Sesuai Undang-Undang No. 21 tahun 2008 tentang Perbankan Syariah yang mengatur bahwa kegiatan usaha bank syariah harus berlandas pada prinsip syariah yaitu fatwa yang dikeluarkan oleh lembaga yang berwenang dalam hal ini adalah Dewan Syariah Nasional-Majelis Ulama Indonesia (DSN-MUI). Sebagai bank syariah, Bank Muamalat Indonesia memiliki Dewan Pengawas Syariah (DPS) yang merupakan organ Bank.

Tugas DPS adalah memberikan nasihat dan saran kepada Direksi serta mengawasi kegiatan Bank agar berjalan sesuai dengan prinsip syariah. Hasil pengawasan DPS dilaporkan kepada Direktur Utama untuk selanjutnya disampaikan kepada Otoritas Jasa Keuangan (OJK) setiap semester.

Dasar Hukum

Bank Muamalat Indonesia berpatok pada beberapa peraturan perundang-undangan sebagai dasar hukum pembentukan dan pelaksanaan tugas Dewan Pengawas Syariah. Adapun peraturan tersebut ialah sebagai berikut:

1. Undang Undang RI No. 40 tahun 2007 tentang Perseroan Terbatas.
2. Undang Undang RI No. 21 Tahun 2008 tentang Perbankan Syariah.
3. Peraturan Bank Indonesia No. 11/33/PBI/2009 tentang Pelaksanaan Good Corporate Governance bagi Bank Umum Syariah dan Unit Usaha Syariah.
4. Peraturan Bank Indonesia No. 11/3/PBI/2009 tentang Bank Umum Syariah sebagaimana telah diubah dengan Peraturan Bank Indonesia No. 15/13/PBI/2013
5. Anggaran Dasar Bank Muamalat Indonesia.

SHARIA SUPERVISORY BOARD

In accordance with Law Number 21 of 2008 on Sharia Banking which regulates that sharia bank's business activities must be based on sharia principles, namely fatwas issued by the authorized institutions, in this case the National Sharia Council - Indonesian Ulema Council (DSN - MUI). As a sharia bank, Bank Muamalat Indonesia has a Sharia Supervisory Board (DPS) which is a unit of the Bank.

The duties of DPS are to provide advice and suggestions to the Board of Directors as well as to supervise the Bank's activities in accordance with sharia principles. The results of supervision by DPS are reported to the President Director for further submission to the Financial Services Authority (OJK) every semester.

Legal Basis

Bank Muamalat Indonesia refers to several laws and regulations as the legal basis for the formation and implementation of the duties of the Sharia Supervisory Board. The regulations are as follows:

1. Law No. 40 of 2007 on Limited Liability Company.
2. Law No. 21 of 2008 on Sharia Banking.
3. Bank Indonesia's Regulation No. 11/33/PBI/2009 on the Implementation of Good Corporate Governance for Sharia Commercial Banks and Sharia Business Units.
4. Bank Indonesia's Regulation No. 11/3/PBI/2009 on Sharia Commercial Banks as amended by Bank Indonesia's Regulation No. 15/13/PBI/2013.
5. Bank Muamalat Indonesia's Articles of Association.

Tugas dan Tanggung Jawab Dewan Pengawas Syariah

Dewan Pengawas Syariah memiliki tugas dan tanggung jawab yang wajib dilakukan dengan alokasi waktu yang cukup sehingga mendapatkan hasil yang optimal. Adapun tugas dan tanggung jawabnya ialah:

1. Memberikan nasihat dan saran kepada Direksi mengenai hal-hal yang terkait dengan aspek syariah.
2. Menilai dan memastikan pemenuhan prinsip syariah atas pedoman operasional dan produk yang telah dikeluarkan Bank Muamalat Indonesia.
3. Sebagai mediator antara Bank Muamalat Indonesia dengan DSN-MUI dalam mengkomunikasikan usul dan saran pengembangan produk dan jasa dari Bank Muamalat Indonesia yang memerlukan kajian dan fatwa dari DSN-MUI.
4. Mengawasi proses pengembangan produk baru dan kegiatan Bank Muamalat Indonesia agar sesuai dengan fatwa DSN-MUI.
5. Meminta fatwa kepada DSN-MUI untuk produk baru Bank Muamalat Indonesia yang belum ada fatwanya.
6. Sebagai perwakilan DSN-MUI yang ditempatkan di Bank Muamalat Indonesia, Dewan Pengawas Syariah wajib melaporkan atas hasil pengawasannya kepada DSN-MUI dan Otoritas Jasa Keuangan dalam waktu 6 (enam) bulan sekali.
7. Memberikan opini dari aspek syariah terhadap pelaksanaan operasional Bank Muamalat Indonesia secara keseluruhan dalam laporan publikasi Bank Muamalat Indonesia.
8. Melakukan *review* secara berkala atas pemenuhan prinsip syariah terhadap mekanisme penghimpunan dana dan penyaluran dana serta pelayanan jasa Bank Muamalat Indonesia.
9. Memberikan opini aspek syariah atas temuan/penyimpangan yang dijumpai oleh Unit Kerja Internal Audit.
10. Meminta data dan informasi terkait dengan aspek syariah dari satuan kerja di Bank Muamalat Indonesia dalam rangka pelaksanaan tugasnya.

Dewan Pengawas Syariah juga memiliki tugas dan tanggung jawab pengawasan terhadap proses pengembangan produk baru Bank Muamalat Indonesia. Terkait hal tersebut Dewan Pengawas Syariah melakukan hal-hal sebagai berikut:

1. Meminta penjelasan dari pejabat Bank Muamalat Indonesia yang berwenang mengenai tujuan, karakteristik, dan akad yang digunakan dalam produk baru yang akan dikeluarkan.
2. Memeriksa apakah terhadap akad yang digunakan dalam produk baru telah terdapat fatwa DSN-MUI,

Duties and Responsibilities of the Sharia Supervisory Board

The Sharia Supervisory Board has duties and responsibilities that must be carried out in sufficient time so as to receive optimal results. The duties and responsibilities are:

1. Provide advice and suggestions to the Board of Directors on matters related to sharia features.
2. Assess and ensure compliance with sharia principles on operational guidelines and products issued by Bank Muamalat Indonesia.
3. As a mediator between Bank Muamalat Indonesia and DSN-MUI in communicating proposals and suggestions for product and service development from Bank Muamalat Indonesia which require a study and fatwas from DSN-MUI.
4. Oversee the process of developing new products and activities of Bank Muamalat Indonesia to comply with the DSN-MUI fatwa.
5. Appeal for a fatwa from the DSN-MUI for new products of Bank Muamalat Indonesia for which the fatwa is still unavailable.
6. As a representative of DSN-MUI stationed at Bank Muamalat Indonesia, the Sharia Supervisory Board is required to report the results of its supervision to DSN-MUI and OJK within 6 (six) months.
7. Provide an opinion from sharia aspects on the overall operational implementation of Bank Muamalat Indonesia in the published report of Bank Muamalat Indonesia.
8. Conduct periodic reviews of compliance with sharia principles on the mechanism for raising funds and channelling funds as well as Bank Muamalat Indonesia services.
9. Provide an opinion on the sharia aspects of the findings/irregularities encountered by the Internal Audit Unit.
10. Request data and information related to sharia aspects from the work unit at Bank Muamalat Indonesia in the context of carrying out their duties.

The Sharia Supervisory Board also has the task and responsibility of overseeing the development process of Bank Muamalat Indonesia's new products. In this regard, the Sharia Supervisory Board does the following:

1. Ask for an explanation from the authorized Bank Muamalat Indonesia official regarding the objectives, characteristics, and the contract used in the new product to be issued.
2. Check whether the contract employed in the new product has a DSN-MUI fatwa,

a. Dalam hal telah terdapat fatwa, maka Dewan Pengawas Syariah melakukan analisis atas kesesuaian akad produk baru dengan fatwa DSN-MUI.
b. Dalam hal belum terdapat fatwa, maka Dewan Pengawas Syariah mengusulkan kepada Direksi Bank untuk melengkapi akad produk baru dengan fatwa dari DSN-MUI.

3. *Review* sistem dan prosedur produk baru yang akan dikeluarkan terkait dengan pemenuhan prinsip syariah.
4. Memberikan pendapat syariah atas produk baru yang akan dikeluarkan.

Dewan Pengawas Syariah juga memiliki tugas dan tanggung jawab pengawasan terhadap kegiatan Bank Muamalat Indonesia. Untuk memenuhi tugas dan tanggung jawab itu, Dewan Pengawas Syariah melakukan hal-hal antara lain:

1. Menganalisis laporan yang disampaikan oleh dan/atau yang diminta dari Direksi, pelaksana fungsi audit intern dan/atau fungsi kepatuhan untuk mengetahui kualitas pelaksanaan pemenuhan prinsip syariah atas kegiatan penghimpunan dana dan penyaluran dana serta pelayanan jasa Bank.
2. Menetapkan jumlah uji petik (sampel) transaksi yang akan diperiksa dengan memperhatikan kualitas pelaksanaan pemenuhan prinsip syariah dari masing-masing kegiatan.
3. Memeriksa dokumen transaksi yang diuji petik (sampel) untuk mengetahui pemenuhan prinsip syariah sebagaimana dipersyaratkan dalam SOP, di antaranya:
   a. Ada tidaknya bukti pembelian barang, untuk akad murabahah sebagai bukti terpenuhinya syarat jual-beli murabahah.
   b. Ada tidaknya laporan usaha nasabah, untuk akad mudharabah/musyarakah, sebagai dasar melakukan perhitungan distribusi bagi hasil.
4. Menginspeksi, mengamati, meminta keterangan dan/atau konfirmasi kepada karyawan Bank Muamalat Indonesia dan/atau nasabah untuk memperkuat hasil pemeriksaan dokumen, apabila diperlukan.
5. Melakukan *review* terhadap prosedur terkait aspek syariah apabila terdapat indikasi ketidaksesuaian pelaksanaan pemenuhan prinsip syariah atas kegiatan dimaksud.
6. Memberikan pendapat syariah atas kegiatan penghimpunan dana dan penyaluran dana serta pelayanan jasa Bank.
7. Melaporkan hasil pengawasan Dewan Pengawas Syariah kepada Direksi dan Dewan Komisaris.

a. Should there be a fatwa, the Sharia Supervisory Board will conduct an analysis of the suitability of the new product contract with the DSN-MUI fatwa.
b. In the event that the fatwa is unavailable, the Sharia Supervisory Board proposes to the Board of Directors of the Bank to complete the new product contract with a fatwa from DSN-MUI.

3. Review of systems and procedures for new products that will be issued related to compliance with sharia principles.
4. Provide sharia opinion on new products to be issued.

The Sharia Supervisory Board also has the task and responsibility of supervising the activities of Bank Muamalat Indonesia. To fulfil these duties and responsibilities, the Sharia Supervisory Board does the following:

1. Analyze the reports submitted by and/or requested from the Board of Directors, executor of the Internal Audit Function and/or Compliance Function to determine the quality of the implementation of compliance with sharia principles for fundraising and fund distribution activities as well as the Bank's services.
2. Determine the number of sample tests of transactions to be examined by deeming the quality of compliance implementation with sharia principles for each activity.
3. Conduct spot-check transaction documents to determine the fulfilment of sharia principles as required in the SOP, including:
   a. Whether or not there is proof of purchase of goods, for murabahah contracts as proof of the fulfilment of the murabahah sale and purchase conditions.
   b. Whether there is a customer business report, for a mudharabah/musyarakah contract, as a basis for calculating the distribution of profit sharing.
4. Conduct inspections, observations, requests for information and/or confirmation to Bank Muamalat Indonesia employees and/or customers to strengthen the results of document checks, if necessary.
5. Review procedures related to sharia aspects should there be indications of non-compliance with the implementation of sharia principles for the said activity.
6. Provide sharia opinion on fundraising and channeling of fund activities as well as bank services.
7. Report the results of supervision of the Sharia Supervisory Board to the Board of Directors and the Board of Commissioners.

Pedoman dan Tata Tertib Kerja Dewan Pengawas Syariah

Dewan Pengawas Syariah Bank Muamalat Indonesia memiliki pedoman dan tata tertib kerja berupa *Board Manual* Bank Muamalat No. CPL.KBJ.013.2016 yang bertujuan untuk mempermudah Dewan Pengawas Syariah dalam memahami peraturan-peraturan yang terkait dengan pelaksanaan fungsi dan tanggung jawabnya. Pedoman kerja Dewan Pengawas Syariah yang diatur dalam *Board Manual*, yang antara lain meliputi:

1. Fungsi
2. Persyaratan
3. Komposisi
4. Pengangkatan
5. Rangkap Jabatan
6. Masa Jabatan dan Pemberhentian
7. Program Orientasi Dan Peningkatan Kapabilitas
8. Standar Etika Dewan Pengawas Syariah
9. Tugas dan Tanggung Jawab Dewan Pengawas Syariah
10. Tata Kerja Dewan Pengawas Syariah
11. Pembagian Tugas Dewan Pengawas Syariah
12. Rapat Dewan Pengawas Syariah
13. Hubungan Kerja dengan Dewan Komisaris dan Direksi
14. Pelaporan Dewan Pengawas Syariah
15. Hak Kompensasi Dewan Pengawas Syariah
16. Evaluasi Kinerja Dewan Pengawas Syariah

Kriteria Anggota Dewan Pengawas Syariah

Bank Muamalat Indonesia mengatur kriteria anggota Dewan Pengawas Syariah sesuai dengan yang diatur dalam Peraturan Bank Indonesia No. 11/3/PBI/2009 tentang Bank Umum Syariah. Persyaratan yang wajib dipenuhi sebagai anggota Dewan Pengawas Syariah tersebut juga dicantumkan di dalam Board Manual Dewan Pengawas Syariah. Adapun kriterianya antara lain:

1. Memiliki akhlak dan moral yang baik.
2. Memiliki komitmen untuk mematuhi peraturan perbankan syariah dan peraturan perundang-undangan lain yang berlaku.
3. Memiliki komitmen yang tinggi terhadap pengembangan Bank yang sehat dan tangguh (*sustainable*).
4. Tidak termasuk dalam Daftar Tidak Lulus sesuai dengan ketentuan yang ditetapkan oleh Bank Indonesia dan/atau Otoritas Jasa Keuangan.
5. Memiliki keahlian di bidang *fiqih mu'amalah*.
6. Memiliki pengetahuan dan pengalaman di bidang syariah *mu'amalah* dan pengetahuan di bidang perbankan dan/atau keuangan secara umum.
7. Jika diperlukan anggota DPS dapat pula memiliki keahlian selain *fiqih mu'amalah*, tetapi harus memiliki pengalaman di bidang perbankan dan atau lembaga keuangan syariah.

Charter and Code of Conduct Sharia Supervisory Board

Bank Muamalat has a work guideline and Code of Conduct for the Sharia Supervisory Board in the form of Bank Muamalat's Board Manual Number CPL.KBJ.013.2016 that aims to facilitate the Sharia Supervisory Board in understanding related regulations by carrying out its functions and responsibilities. The Board Manual of DPS governs, among others:

1. Function
2. Requirement
3. Composition
4. Appointment
5. Concurrent Position
6. Term and Dismissal
7. Orientation and Capability Improvement Program
8. Sharia Supervisory Board's Ethics Standard
9. Duties and Responsibilities of the Sharia Supervisory Board
10. Working Procedure of the Sharia Supervisory Board
11. Distribution of Work of the Sharia Supervisory Board
12. Sharia Supervisory Board Meeting
13. Working Relationship with the Board of Commissioners and Board of Directors
14. The Sharia Supervisory Board's Reporting
15. The Sharia Supervisory Board's Compensation Rights
16. Evaluation of Sharia Supervisory Board Performance

Criteria of the Sharia Supervisory Board Members

Bank Muamalat Indonesia manages the criteria for members of the Sharia Supervisory Board according to Bank Indonesia's Regulation No. 11/3/PBI/2009 regarding Sharia Commercial Banks. The requirements that must be fulfilled as a member of the Sharia Supervisory Board are also listed in the Board Manual for the Sharia Supervisory Board. The criteria include:

1. Have good character and morals.
2. Committed to complying with sharia banking regulations and other applicable laws and regulations.
3. Have strong commitment to developing a healthy and resilient Bank.
4. Not included in the Disqualified List under the provisions stipulated by Bank Indonesia and/or OJK.
5. Have proficiency in the realm of *fiqih mu'amalah*.
6. Have proper adeptness and experience in the field of sharia *mu'amalah* and knowledge in banking and/or finance in general;
7. If necessary, Sharia Supervisory Board members can also have expertise other than *fiqih mu'amalah*, but must have experience in banking and/or Islamic financial institutions.

8. Tidak termasuk dalam daftar kredit/pembiayaan macet.
9. Tidak pernah dinyatakan pailit atau menjadi pemegang saham, anggota Dewan Komisaris atau anggota Direksi yang dinyatakan bersalah menyebabkan suatu perseroan dinyatakan pailit dalam waktu 5 (lima) tahun terakhir sebelum dicalonkan.

Susunan Keanggotaan Dewan Pengawas Syariah

Dalam menentukan susunan keanggotaan Dewan Pengawas Syariah, Bank Muamalat mengacu pada Peraturan Bank Indonesia No. 11/3/PBI/2009 tentang Bank Umum Syariah Pasal 36 (1) yang menyebutkan jumlah anggota Dewan Pengawas Syariah paling kurang 2 (dua) orang atau paling banyak 50% (lima puluh persen) dari jumlah anggota Direksi. Bank Muamalat senantiasa berusaha memenuhi komposisi anggota DPS sesuai dengan ketentuan dan mempertimbangkan skala bisnis Bank Muamalat.

Pada tahun 2020, jumlah anggota Dewan Pengawas Syariah Bank berjumlah 2 (dua) orang sehingga sudah memenuhi peraturan perundangan yang berlaku.

8. Not included in the list of bad credit/financing.
9. Have never been declared bankrupt or have been a shareholder, a member of the Board of Commissioners or a member of the Board of Directors found guilty of causing a company to be declared bankrupt within the last 5 (five) years before being nominated.

Membership of the Sharia Supervisory Board

In determining the membership composition of the Sharia Supervisory Board, Bank Muamalat refers to Bank Indonesia's Regulation No. 11/3/PBI/2009 regarding Sharia Commercial Banks Article 36 (1) which states that the number of members of the Sharia Supervisory Board is at least 2 (two) people or a maximum of 50% (fifty percent) of the total members of the Board of Directors. Bank Muamalat always strives to meet the composition of DPS members in accordance with the provisions and consideration for the business scale of Bank Muamalat.

In 2020, the number of members of the Bank Sharia Supervisory Board are 2 (two) people meeting the applicable laws and regulations.

Susunan Dewan Pengawas Syariah Tahun 2020

The Composition of Sharia Supervisory Board 2020

Nama Name	**Jabatan** Position	**RUPS Pengangkatan** Appointment AGMS	**Persetujuan OJK** FSA Approval	**Tanggal Efektif** Effective Date	**Pengangkatan Kembali** Reappointing
Drs. H. Sholahudin Al Aiyub, M.Si	Ketua Chairman	RUPS LB 16 Desember 2019 EGMS December 16, 2019	Surat OJK No. SR-2/PB.13/2017 tanggal 2 Februari 2017 FSA Letter No. SR-2/PB.13/2017 dated on Februari 2, 2017	2 Februari 2017 February 2, 2017	16 Desember 2019 (Ketua DPS) December 16, 2019 (Chairman)
Hj. Siti Haniatunnisa, LLB., MH	Anggota Member	RUPS LB 16 Desember 2019 EGMS December 16, 2019	Surat OJK No. S-13/PB.1/2021 tanggal 22 Januari 2021 FSA Letter No. SR-13/PB.1/2021 dated on January 22, 2021	22 Januari 2021 January 22, 2021	–

Rangkap Jabatan Dewan Pengawas Syariah

Dewan Pengawas Syariah Bank Muamalat Indonesia merangkap jabatan sebagai anggota Dewan Pengawas Syariah di lembaga keuangan syariah lain, namun tidak lebih dari 4 (empat) lembaga. Hal itu sesuai dengan Peraturan Bank Indonesia No. 11/3/PBI/2009 Pasal 36 ayat (2), anggota Dewan Pengawas Syariah hanya dapat merangkap jabatan sebagai anggota Dewan Pengawas Syariah paling banyak pada 4 (empat) lembaga keuangan syariah.

Concurrent Position of Sharia Supervisory Board

The Sharia Supervisory Board of Bank Muamalat Indonesia concurrently serves as a member of the Sharia Supervisory Board at other Islamic financial institutions, but not more than 4 (four) institutions. This is in accordance with Bank Indonesia's Regulation No. 11/3/PBI/2009 Article 36 paragraph (2), members of the Sharia Supervisory Board can only hold concurrent positions as members of the Sharia Supervisory Board at a maximum of 4 (four) Islamic financial institutions.

Daftar Rangkap Jabatan Dewan Pengawas Syariah

List of Concurrent Positions of the Sharia Supervisory Board

Nama Name	Jabatan di Perusahaan Lain Position in Other Company	Nama Perusahaan Name of Company
Drs. H. Sholahudin Al Aiyub, M.Si	Anggota/Member	Indo Mobil Finance Indonesia Syariah
	Ketua/Chairman	PT Reasuransi Syariah Indonesia (ReINDO Syariah)
	Anggota/Member	PT Bank Net Indonesia Syariah
Hj. Siti Haniatunnisa, LLB., MH	Anggota/Member	PT BNI Life Insurance – Unit Syariah
	Ketua/Chairman	PT Asuransi Jasindo Syariah
	Anggota/Member	PT Asuransi BRI Life Syariah
	Anggota/Member	DPLK Syariah Muamalat

Independensi Dewan Pengawas Syariah

Dewan Pengawas Syariah Bank Muamalat Indonesia selalu mengutamakan kepentingan Bank di atas kepentingan pribadi dalam melaksanakan tugas pengawasannya. Komitmen tersebut bertujuan agar sesuai dengan prinsip syariah dan tidak dipengaruhi oleh pihak mana pun.

Seluruh anggota DPS merupakan pihak independen yang tidak memiliki hubungan keuangan, kepengurusan, kepemilikan saham dan/atau hubungan dengan Perseroan, Dewan Komisaris, Direksi atau Pemegang Saham. Independensi Dewan Pengawas Syariah Bank digambarkan dalam tabel berikut ini.

Independence of Sharia Supervisory Board

The Sharia Supervisory Board of Bank Muamalat Indonesia always puts the interests of the Bank above personal interests in carrying out its supervisory duties. This commitment aims to comply with sharia principles and is not influenced by any party.

All DPS members are independent parties who have no financial, management, share ownership and/or relationship with the Company, the Board of Commissioners, the Board of Directors or the Shareholders. The independence of the Bank's Sharia Supervisory Board is described in the following table.

Pernyataan Independensi Dewan Pengawas Syariah

Independence Statement of the Sharia Supervisory Board

Aspek Independensi	Drs. H. Sholahudin Al Aiyub, M.Si	Hj. Siti Haniatunnisa, LLB., MH	Independence Aspects
Tidak memiliki hubungan keuangan dengan Dewan Komisaris dan Direksi	√	√	Have no financial relationship with the Boards of Commissioners and Directors
Tidak memiliki hubungan kepengurusan di perusahaan, anak perusahaan, maupun perusahaan afiliasi	√	√	Have no management relationship in the Company, its subsidiaries, or affiliated companies
Tidak memiliki hubungan kepengurusan di perusahaan, anak perusahaan, maupun perusahaan afiliasi	√	√	Have no management relationship in the Company, its subsidiaries, or affiliated companies
Tidak memiliki hubungan keluarga dengan Dewan Komisaris, Direksi, dan/atau sesama anggota Komite Nominasi, Remunerasi dan GCG	√	√	Have no any family relations with the Boards of Commissioners or Directors, and/or fellow members of the Nomination, Remuneration and GCG Committees
Tidak menjabat sebagai pengurus partai politik, pejabat dan pemerintah	√	√	Have not served as a manager of political parties, officials and government

Kepemilikan Saham Dewan Pengawas Syariah

Tidak adanya kepemilikan saham Dewan Pengawas Syariah (DPS) pada Bank Muamalat Indonesia merupakan salah satu wujud independensi. Dengan demikian, tidak ada conflict of interest dalam proses pengawasan yang dijalankan. Hingga berakhirnya tahun buku 2020, tercatat tidak terdapat anggota DPS Indonesia yang mempunyai saham pada Bank.

Sharia Supervisory Board Share Ownership

The absence of share ownership of the Sharia Supervisory Board (DPS) in Bank Muamalat Indonesia is a form of independence. Therefore, there is no conflict of interest in the supervisory process that is carried out. Until the end of the 2020 financial year, there were no Indonesian DPS members who owned shares in the Bank.

Pernyataan Kepemilikan Saham Dewan Pengawas Syariah / **Sharia Supervisory Board Share Ownership Statement**

Nama Name	**Jabatan** Position	**Kepemilikan Saham (Lembar Saham)** Share Ownership (Number of Shares)			
		Bank Muamalat	**Bank Lain** Other Bank	**LJK-Non Bank** Financial Service Instituion-Non Bank	**Bank Lain** Other Bank
Drs. H. Sholahudin Al Aiyub, M.Si	Ketua Chairman	—	—	—	—
Hj. Siti Haniatunnisa, LLB., MH	Anggota Member	—	—	—	—

Pembagian Tugas Dewan Pengawas Syariah

Board Manual Dewan Pengawas Syariah Bank Muamalat Indonesia telah mengatur pembagian tugas di antara anggota Dewan Pengawas Syariah Bank. Adapun tugas dari masing-masing jabatan ialah sebagai berikut.

Division of Duties of the Sharia Supervisory Board

The Board Manual of the Sharia Supervisory Board of Bank Muamalat Indonesia has regulated the division of tasks among members of the Bank's Sharia Supervisory Board. The duties of each position are as follows.

Jabatan Position	**Tugas**	Duties
Ketua Chairman	• Memimpin semua kegiatan anggota Dewan Pengawas Syariah. • Menyusun program kerja pelaksanaan tugasnya. • Memimpin rapat Dewan Pengawas Syariah. • Menetapkan pembagian tugas para anggota Dewan Pengawas Syariah.	• Lead all activities of members of the Sharia Supervisory Board. • Develop a work program for the implementation of their duties. • Lead the Sharia Supervisory Board Meetings. • Determine the distribution of duties of the members of Sharia Supervisory Board.
Anggota Member	• Membantu Ketua Dewan Pengawas Syariah dalam melaksanakan tugasnya menurut pembidangan yang telah ditetapkan oleh ketua Dewan Pengawas Syariah. • Melakukan tugas-tugas lain yang diberikan oleh Ketua Dewan Pengawas Syariah.	• Assist the Chairman of the Sharia Supervisory Board in carrying out his duties according to the working area that has been determined by the Chairman of the Sharia Supervisory Board. • Perform other tasks given by the Chairman of Sharia Supervisory Board.

Hubungan Kerja antara Dewan Pengawas Syariah, Dewan Komisaris dan Direksi

Hubungan kerja yang tercipta antara Dewan Pengawas Syariah, Dewan Komisaris dan Direksi adalah hubungan *check and balance* yang memiliki tujuan akhir untuk kemajuan Bank Muamalat Indonesia serta pelaksanaan operasional Bank Muamalat Indonesia yang sesuai dengan prinsip syariah dan senantiasa mematuhi peraturan dan perundang-undangan yang berlaku, termasuk implementasi GCG.

Sesuai dengan fungsinya masing-masing, Dewan Pengawas Syariah, Dewan Komisaris dan Direksi memiliki tanggung jawab untuk menjaga kelangsungan usaha Bank Muamalat dalam jangka panjang, yang tercermin pada:

1. Terpeliharanya kesehatan Bank Muamalat Indonesia sesuai prinsip kehati-hatian dan mematuhi (*comply*) terhadap prinsip syariah Islam serta peraturan dan perundang-undangan yang berlaku.
2. Terlaksananya dengan baik pengendalian internal (*internal control*) dan manajemen risiko (*risk management*).

Working Relationship between Sharia Supervisory Board, the Board of Commissioners, and the Board of Directors

The working relationship created amongst the Sharia Supervisory Board, the Board of Commissioners and the Board of Directors is a checks and balances relationship which has the ultimate goal being the progress of Bank Muamalat Indonesia and the implementation of Bank Muamalat Indonesia operations that are in accordance with sharia principles and that always comply with applicable laws and regulations, including GCG implementation.

In accordance with their respective functions, the Sharia Supervisory Board, and Boards of Commissioners and Directors have the responsibility to maintain the long-term business continuity of Bank Muamalat, which is reflected in:

1. Maintaining the health of Bank Muamalat Indonesia in accordance with the principles of prudence and complying with the principles of Islamic sharia as well as the prevailing laws and regulations.
2. Proper implementation of internal control and risk management.

3. Terlindunginya kepentingan *stakeholders* secara wajar.
4. Terpenuhinya pelaksanaan *Good Corporate Governance*.
5. Terlaksananya suksesi kepemimpinan dan kontinuitas Manajemen di semua lini organisasi.

Kebijakan Pengawasan Dewan Pengawas Syariah

Dalam menjalankan tugas pengawasan, Dewan Pengawas Syariah dibantu oleh Sharia Compliance Officer sebagai *liaison officer* yang antara lain bertugas untuk mendokumentasikan rincian kegiatan dengan baik ke dalam kertas kerja pengawasan. Kertas kerja tersebut kemudian dituangkan dalam Laporan Pengawasan Dewan Pengawas Syariah periode semesteran yang disampaikan kepada Direksi Bank Muamalat Indonesia, DSN-MUI dan Otoritas Jasa Keuangan.

Rapat Dewan Pengawas Syariah

Dewan Pengawas Syariah wajib menyelenggarkan rapat Dewan Pengawas Syariah paling kurang 1 (satu) kali dalam 1 (satu) bulan, sesuai dengan Peraturan Bank Indonesia No. 11/33/PBI/2009 tentang Pelaksanaan *Good Corporate Governance* bagi Bank Umum Syariah dan Unit Usaha Syariah dan *Board Manual* Bank Muamalat Indonesia.

Adapun materi-materi yang dibahas dalam rapat Dewan Pengawas Syariah telah diatur di dalam *Board Manual* Dewan Pengawas Syariah Bank Muamalat Indonesia, di antaranya:

1. Hal-hal yang berkaitan dengan pengembangan produk baru dan hasil *review* produk yang telah ada, antara lain mengenai tujuan, karakteristik dan akad yang digunakan sesuai dengan prinsip syariah.
2. Pengajuan aktivitas baru dan *review* aktivitas Bank yang telah berjalan dari aspek syariah.
3. Permasalahan yang timbul akibat aktivitas Bank yang membutuhkan opini dari DPS.
4. Hasil temuan syariah dari auditor, baik auditor eksternal maupun auditor internal.

Dalam rapat Dewan Pengawas Syariah, pengambilan keputusan dilakukan berdasarkan musyawarah mufakat. Apabila terdapat perbedaan pendapat, maka perbedaan pendapat tersebut dicantumkan dalam risalah rapat beserta alasannya.

Frekuensi dan rekapitulasi kehadiran anggota Dewan Pengawas Syariah pada rapat disajikan dalam Sub Bab Rapat DPS, Dewan Komisaris dan Direksi.

3. Appropriate protection for stakeholder interests.
4. The fulfilment of Good Corporate Governance.
5. Implementation of leadership succession and continuity of Management in all lines of the organization.

Supervision Policy of the Sharia Supervisory Board

In managing the supervision, the Sharia Supervisory Board is assisted by a Sharia Compliance Officer as a liaison officer who, among other things, is assigned to properly document the details of activities into supervisory working papers. The working paper is then written in the Semester Sharia Supervisory Board Supervisory Report submitted to the Board of Directors of Bank Muamalat Indonesia, DSN-MUI and OJK.

Meeting of Sharia Supervisory Board

The Sharia Supervisory Board is required to hold a Sharia Supervisory Board meeting at least 1 (one) time in 1 (one) month, in accordance with Bank Indonesia's Regulation No. 11/33/PBI/2009 on the Implementation of Good Corporate Governance for Sharia Commercial Banks and Sharia Business Units and the Board Manual of Bank Muamalat Indonesia.

The materials discussed in the Sharia Supervisory Board meetings in accordance with the Board Manual of Bank Muamalat Indonesia Sharia include:

1. Matters relating to the development of new products and the results of existing product reviews, including the objectives, characteristics and contracts used in accordance with sharia principles.
2. Submission of new activities and reviews of Bank activities that have been running from the sharia aspect.
3. Problems arising from Bank activities requiring opinion from DPS.
4. Sharia findings from both external and internal auditors.

In a Sharia Supervisory Board meeting, decisions are made based on deliberation to reach consensus. If there is a difference of opinion, the difference of opinion shall be recorded in the minutes of the meeting along with the reasons.

The frequency and recapitulation of attendance of members of the Sharia Supervisory Board at meetings are presented in the Sub-Chapter Meetings of SSB, the Board of Commissioners and the Board of Directors.

Frekuensi dan Tata Cara Pemberian Nasihat dan Saran serta Pengawasan Pemenuhan Prinsip Syariah di Pasar Modal

Dewan Pengawas Syariah (DPS) telah menjalankan fungsinya, yaitu memberikan nasihat, saran, serta melakukan pengawasan atas penerapan prinsip syariah oleh Bank Muamalat Indonesia di pasar pasar modal. Sepanjang tahun 2020, DPS telah melaksanakan 15 (lima belas) kali rapat rutin, pengawasan pelaksanaan aspek syariah terhadap 3 (tiga) jenis produk penghimpunan dana, 2 (dua) jenis produk penyaluran dana, dan 1 (satu) jenis layanan Bank. DPS juga melakukan uji petik terhadap 8 (delapan) kantor cabang sebagai bentuk pengawasan di lapangan. Selain itu, DPS juga melakukan *review* dan *endorsement* terhadap 2 (dua) Kebijakan Umum Bank.

Dalam memberikan nasihat dan pengawasan, DPS melakukannya dengan tata cara sebagai berikut:

a. Melakukan rapat rutin setiap bulan.
b. Memberikan opini atas produk/aktivitas dan program baru yang diterbitkan oleh unit bisnis.
c. Melakukan uji petik terhadap kegiatan operasional penyaluran dan penghimpunan dana.
d. Memberikan *sharing knowledge* terkait aspek syariah secara berkala ke semua level.
e. Memberikan nasihat dalam hal peningkatan *akhlaqul karimah*.

Pelaksanaan Kegiatan Dewan Pengawas Syariah Tahun 2020

Dewan Pengawas Syariah berkewajiban menyampaikan Laporan Pengawasan Dewan Pengawas Syariah (DPS) kepada manajemen Bank Muamalat Indonesia setiap 6 (enam) bulan sekali. Selanjutnya, laporan tersebut disampaikan kepada DSN-MUI dan Otoritas Jasa Keuangan oleh manajemen Bank Muamalat Indonesia.

Laporan Pengawasan DPS semester I-2020 telah disampaikan kepada Otoritas Jasa Keuangan melalui surat Bank Muamalat No. 117/B/CPD-SRT/VIII/2020 tanggal 27 Agustus 2020. Sementara Laporan Pengawasan DPS semester II-2020 telah disampaikan kepada Otoritas Jasa Keuangan melalui surat Bank Muamalat Indonesia No. 22/B/CRD-SRT/II/2021 tanggal 24 Februari 2021.

Aktivitas pengawasan DPS mencakup pengawasan terhadap pelaksanaan prinsip syariah dalam kegiatan penghimpunan dana dan penyaluran dana serta pelayanan jasa. Dalam melakukan pengawasan, DPS dibantu 3 (tiga) *liaison officer* dari Unit Kepatuhan Syariah.

Berikut adalah rincian pengawasan Dewan Pengawas Syariah terhadap pelaksanaan prinsip syariah dalam kegiatan penghimpunan dan penyaluran dana serta pelayanan jasa yang dilakukan sepanjang tahun 2020.

Frequency and Procedure for Providing Advice and Suggestions as well as Supervision of Sharia Principle Compliance in the Capital Market

The Sharia Supervisory Board (DPS) has carried out its functions, namely providing advice, suggestions, and supervising the implementation of sharia principles by Bank Muamalat Indonesia in the capital market. Throughout 2020, DPS held 15 (fifteen) routine meetings, supervised the implementation of the sharia aspects of 3 (three) types of fundraising products, 2 (two) types of fund distribution products, and 1 (one) type of Bank services. DPS also conducted sampling on 8 (eight) branch offices as a form of supervision in the field. Moreover, DPS also reviewed and endorsed 2 (two) Bank General Policies.

In providing advice and supervision, DPS does so in the following manner:

a. Conduct regular meetings every month.
b. Provide opinions on new products/activities and programs published by the business unit.
c. Conduct sampling tests on operational activities of channelling and raising funds.
d. Provide regular sharing of knowledge related to aspects of sharia to all levels.
e. Provide advice in terms of improving the morality of the *akhlaqul karimah*.

Implementation of Sharia Supervisory Board Activities in 2020

The Sharia Supervisory Board is obliged to submit a Sharia Supervisory Board Supervisory Report to the management of Bank Muamalat Indonesia every 6 (six) months. Furthermore, the report is submitted to the DSN-MUI and OJK by the management of Bank Muamalat Indonesia.

The Supervisory Report for semester I of 2020 has been submitted to OJK through Bank Muamalat letter No. 117/B/CPD-SRT/VIII/2020 dated August 27, 2020. Meanwhile, the Supervisory Report for semester II of 2020 has been submitted to OJK through Bank Muamalat Indonesia letter No. 22/B/CRD-SRT/II/2021 dated February 24, 2021.

DPS supervisory activities include supervision of the implementation of sharia principles in the activities of raising and channelling funds as well as providing services. In conducting supervision, DPS is assisted by 3 (three) liaison officers from the Sharia Compliance Unit.

The following are details of the supervision of the Sharia Supervisory Board on the implementation of sharia principles in collecting and channelling funds as well as service activities completed throughout 2020.

Pengawasan terhadap Penghimpunan Dana

Sepanjang 2020, Dewan Pengawas Syariah melakukan pengawasan atas produk penghimpunan dana Bank Muamalat Indonesia. Dari pengawasan tersebut, produk-produk penghimpunan dana telah sesuai dengan fatwa DSN-MUI.

Supervision of Funding Activities

Throughout 2020, the Sharia Supervisory Board supervised Bank Muamalat Indonesia's fundraising products. Through this supervision, the fundraising products are in accordance with the DSN-MUI fatwa.

Produk Penghimpunan Dana / Fund Raising Products

Jenis Produk Type of Products	Nama Produk	Name of Products
Deposito, Giro, dan *Cash Management* Deposit, Current Account and Cash Management	Kerja sama pembukaan rekening dengan PT Kliring Berjangka Indonesia	Account opening cooperation with PT Kliring Berjangka Indonesia
Tabungan Savings	• Tabungan Rencana Berhadiah • Tabungan Prima Berhadiah	• Tabungan Rencana Berhadiah • Tabungan Prima Berhadiah
Deposito Deposits	Deposito *Income Smoothing*	Income Smoothing Deposits

Pengawasan terhadap Penyaluran Dana

Sepanjang 2020, Dewan Pengawas Syariah melakukan pengawasan terhadap produk penyaluran dana Bank Muamalat Indonesia. Dari pengawasan tersebut, produk-produk penyaluran dana telah sesuai dengan fatwa DSN-MUI. Berikut adalah produk penyaluran dana tersebut.

Supervision of Financing Activities

Throughout 2020, the Sharia Supervisory Board supervised Bank Muamalat Indonesia's fund distribution products. Through the supervision, the products for channelling funds are in accordance with the DSN-MUI fatwa. The following are the products for the distribution of funds.

Produk Penyaluran Dana / Financing Products

Jenis Produk Type of Product	Nama Produk Name of Product
Trade Banking	Vendor Payment iB
Consumer Financing	Multipurpose Financing

Pengawasan terhadap Layanan

Sepanjang 2020, Dewan Pengawas Syariah melakukan pengawasan terhadap layanan Bank Muamalat Indonesia. Dari pengawasan tersebut, layanan-layanan itu tersebut telah sesuai dengan fatwa DSN-MUI.

Supervision of Services

Throughout 2020, the Sharia Supervisory Board supervised the services of Bank Muamalat Indonesia. From this supervision, these services are in accordance with the DSN-MUI fatwa.

Layanan Bank Muamalat Indonesia / Bank Muamalat Indonesia Services

Jenis Layanan Type of Service	Nama Layanan Name of Service
Pelaksanaan Akad secara Digital Digitally-Implemented Contract	Digital Akad Digital Contract

Uji Petik dan Kunjungan Dewan Pengawas Syariah

Dewan Pengawas Syariah (DPS) juga melakukan program uji petik dengan cara berkunjung, mengamati dan/atau *sharing session* dengan karyawan di beberapa Kantor Cabang Bank Muamalat Indonesia. Selain itu, DPS memeriksa dokumen-dokumen transaksi untuk memastikan pemenuhan prinsip syariah telah terlaksana.

Pemeriksaan tersebut dilakukan dengan metode uji petik, yang dibantu oleh Unit Kepatuhan Syariah sebagai *liaison officer* Dewan Pengawas Syariah. Khusus pada tahun 2020, uji petik dilakukan secara virtual dan *online* sebagai antisipasi dari kondisi pandemi COVID-19.

Sharia Supervisory Board Spot-Check and Visit Program

The Sharia Supervisory Board (DPS) also conducts a sampling program by visiting, observing and/or sharing sessions with employees at several Bank Muamalat Indonesia Branch Offices. Moreover, SSB checks transaction documents to ensure compliance with sharia principles has been carried out.

The examination is carried out using the sampling method, which is assisted by the Sharia Compliance Unit as a liaison officer for the Sharia Supervisory Board. Especially in 2020, sampling tests will be conducted virtually and online in anticipation of the COVID-19 pandemic.

Kegiatan Uji Petik Dewan Pengawas Syariah / **Sharia Supervisory Board Spot-Check Activity**

Tanggal Date	Cabang/Unit Kerja Branches/Work Unit
2 November-7 November 2020 November 2-November 7, 2020	Kantor Cabang/Branch Cipulir
	Kantor Cabang/Branch Buaran
	Kantor Cabang/Branch Cengkareng
	Kantor Cabang/Branch BSD
	Kantor Cabang/Branch Surabaya Darmo
	Kantor Cabang/Branch Malang
	Kantor Cabang Pembantu/Sub Branch Sampit

Review, Endorsement atas Kebijakan dan *Standard Operational Procedure* (SOP)

Pada tahun 2020, Dewan Pengawas Syariah melakukan *review* dan/atau *endorsement* terhadap kebijakan dan prosedur Bank Muamalat agar sesuai dengan fatwa DSN-MUI dibantu oleh Unit Kepatuhan Syariah. Adapun kebijakan dan *Standard Operational Procedure* (SOP) yang menjadi perhatian DPS yakni:

1. Kebijakan Umum Pembiayaan No. Registrasi ERM/B/I/022/2019
2. Kebijakan Umum Dana dan Jasa No. Registrasi ERM/B/I/022/2020

Review, Endorsement of Policies and Standard Operational Procedure (SOP)

In 2020, the Sharia Supervisory Board will conduct review and/or endorse the policies and procedures of Bank Muamalat to comply with the DSN-MUI fatwa assisted by the Sharia Compliance Unit. The policy and Standard Operational Procedure (SOP) that are of concern to DPS are:

1. General Policy of Financing Registration No. ERM/B/I/022/2019
2. General Policy of Funds and Services Registration No. ERM/B/I/022/2020

DEWAN KOMISARIS

Dewan Komisaris merupakan bagian dari struktur tata kelola perusahaan Bank yang memiliki tugas pengawasan secara umum dan/atau khusus sesuai dengan Anggaran Dasar, memberi nasihat kepada Direksi serta memastikan Bank Muamalat telah melaksanakan prinsip-prinsip Tata Kelola Perusahaan yang Baik. Pengangkatan dan pemberhentian serta penetapan akan masa jabatannya. anggota Dewan Komisaris dilaksanakan di dalam RUPS Oleh karena itu, Dewan Komisaris melaporkan hasil pengawasannya kepada RUPS yang dihadiri oleh para Pemegang Saham.

Dasar Hukum

Dasar Hukum yang dijadikan acuan pengangkatan Dewan Komisaris oleh Bank Muamalat Indonesia adalah sebagai berikut.

1. Undang-Undang No. 40 tahun 2007 tentang Perseroan Terbatas.
2. Undang-Undang RI No. 21 tahun 2008 tentang Perbankan Syariah.
3. Peraturan Bank Indonesia No. 14/6/PBI/2012 tanggal 18 Juni 2012 tentang Uji Kemampuan dan Kepatutan (*Fit and Proper Test*) Bank Syariah dan Unit Usaha Syariah.
4. Peraturan Bank Indonesia No. 11/3/PBI/2009 tentang Bank Umum Syariah sebagaimana telah diubah dengan Peraturan Bank Indonesia No. 15/13/PBI/2013.

BOARD OF COMMISSIONERS

The Board of Commissioners is part of the Bank's corporate governance structure which has general and/or specific supervisory duties in accordance with the Articles of Association. It provides advice to the Board of Directors and ensures that Bank Muamalat has implemented the principles of Good Corporate Governance. Appointment and dismissal, as well as determination of the terms of office of the members of the Board of Commissioners, are held at the GMS. Therefore, the Board of Commissioners reports the results of its supervision to the GMS which is attended by Shareholders.

Legal Foundation

The legal basis used as a reference for the appointment of the Board of Commissioners by Bank Muamalat Indonesia is as follows.

1. Law No. 40 of 2007 concerning Limited Liability Companies
2. Law of the Republic of Indonesia No. 21 of 2008 concerning Islamic Banking
3. Bank Indonesia Regulation Number 14/6/PBI/2012 dated 18 June 2012 concerning the Fit and Proper Test for Sharia Banks and Sharia Business Units
4. Bank Indonesia Regulation No. 11/3/PBI/2009 concerning Islamic Commercial Banks as amended by Bank Indonesia Regulation No. 15/13/PBI/2013

5. Peraturan Otoritas Jasa Keuangan No. 33/POJK.04/2014 tentang Direksi dan Dewan Komisaris Emiten atau Perusahaan Publik.
6. Peraturan Otoritas Jasa Keuangan No. 27/POJK.03/2016 tentang Penilaian Kemampuan dan Kepatutan bagi Pihak Utama Lembaga Jasa Keuangan.
7. Peraturan Otoritas Jasa Keuangan No. 37/POJK.03/2017 tentang Pemanfaatan Tenaga Kerja Asing dan Program Alih Pengetahuan di Sektor Perbankan.
8. Anggaran Dasar Bank Muamalat Indonesia.
9. Akta tertanggal 17 Mei 2019 No. 29 dibuat dihadapan Notaris Utiek R. Abdurachman dan pemberitahuan atas perubahan data perseroan telah diterima dan dicatat oleh Menteri Hukum dan Hak Asasi Manusia Republik Indonesia sesuai suratnya tertanggal 28 Mei 2019 No. AHU-AH.01.03-0283340.

Tugas dan Tanggung Jawab

Dewan Komisaris Bank Muamalat Indonesia memiliki tugas dan tanggung jawab antara lain sebagai berikut:

1. Melaksanakan tugas dan tanggung jawab sesuai dengan prinsip-prinsip GCG.
2. Memiliki pedoman dan tata tertib kerja yang bersifat mengikat bagi setiap anggota Dewan Komisaris yang paling kurang mencantumkan waktu kerja dan pengaturan rapat.
3. Melakukan pengawasan atas terselenggaranya pelaksanaan GCG dalam setiap kegiatan usaha Bank pada seluruh tingkatan atau jenjang organisasi.
4. Patuh pada ketentuan peraturan perundang-undangan yang berlaku, Anggaran Dasar Bank dan keputusan RUPS.
5. Beritikad baik, dengan prinsip kehati-hatian dan bertanggung jawab dalam menjalankan tugas untuk kepentingan dan usaha bank, dengan berupaya untuk mengambil tindakan dalam mencegah timbul atau berlanjutnya kerugian dan/atau terjadinya kepailitan.
6. Melakukan tugas pengawasan terhadap kebijakan Direksi dalam melaksanakan pengurusan Bank termasuk pelaksanaan ketentuan ketentuan Anggaran Dasar dan keputusan Rapat Umum Pemegang Saham dan peraturan perundang-undangan yang berlaku.
7. Melakukan pengawasan terhadap Direksi untuk memastikan Direksi mematuhi ketentuan internal Bank dan memberi nasihat kepada Direksi dalam melaksanakan pengurusan Bank.
8. Memberikan pendapat dan saran kepada Direksi dan segenap jajarannya berkaitan dengan pengurusan Bank.
9. Memberikan pendapat dan saran kepada Direksi dan segenap jajarannya berkaitan dengan penyusunan Visi dan Misi serta rencana-rencana strategis BMI lainnya seperti yang diatur dalam Anggaran Dasar.

5. Financial Services Authority Regulation No. 33/POJK.04/2014 concerning the Board of Directors and Board of Commissioners of Issuers or Public Companies
6. Financial Services Authority Regulation No. 27/POJK.03/2016 concerning Fit & Proper Test for Main Parties of Financial Services Institutions
7. Financial Services Authority Regulation No. 37 POJK.03/2017 concerning Utilization of Foreign Workers and the Transfer of Knowledge Program in the Banking Sector.
8. Articles of Association of Bank Muamalat Indonesia.
9. Deed dated 17 May 2019 No. 29 was made before Notary Utiek R. Abdurachman and notification of changes to the company's data has been received and recorded by the Minister of Law and Human Rights of the Republic of Indonesia in accordance with his letter dated May 28, 2019 No. AHU-AH.01.03-0283340.

Duties and Responsibilities

The Board of Commissioners of Bank Muamalat Indonesia has the following duties and responsibilities:

1. Carry out duties and responsibilities in accordance with the principles of GCG.
2. Have a work guideline and code of conduct which is binding for each member of the Board of Commissioners and which at least includes working hours and meeting arrangements.
3. Supervise the implementation of GCG in every business activity of the Bank at all levels or ranks of the organization.
4. Comply with the prevailing laws and regulations, the Articles of Association of the Bank and resolutions of the GMS.
5. Have good faith in carrying out duties with prudential principles and responsibility for the interests and business of the bank, by endeavoring to take action to prevent the occurrence or continuation of losses and/or bankruptcy.
6. To supervise the policies of the Board of Directors in managing the Bank, including the implementation of the Articles of Association and General Meeting of Shareholders decisions and prevailing laws and regulations.
7. Supervise the Board of Directors to ensure that the Board of Directors complies with the Bank's internal regulations and provide advice to the Board of Directors in carrying out the management of the Bank.
8. Provide opinions and suggestions to the Board of Directors and all staff in relation to the management of the Bank.
9. Provide opinions and suggestions to the Board of Directors and all staff in preparing the Vision, Mission and other strategic plans of BMI as stipulated in the Articles of Association.

10. Memberikan pendapat dan saran serta pengesahan mengenai rencana bisnis Bank yang diusulkan Direksi.
11. Melakukan penelitian dan penelaahan atas laporan-laporan dari Direksi dan segenap jajarannya, terutama yang berkaitan dengan tugas-tugas spesifik yang telah diputuskan bersama.
12. Meneliti dan menelaah laporan-laporan dari Komite-komite yang ada di bawah Dewan Komisaris.
13. Mengikuti perkembangan kegiatan Bank, baik dari informasi-informasi internal yang disediakan oleh manajemen maupun dari informasi-informasi eksternal yang berasal dari media maupun dari sumber-sumber lainnya.
14. Menghadiri rapat-rapat kerja/koordinasi dengan Direksi dan segenap jajarannya.
15. Melakukan usaha-usaha untuk memastikan bahwa Direksi dan jajarannya telah mematuhi ketentuan perundang-undangan serta peraturan-peraturan lainnya dalam mengelola Bank Muamalat Indonesia.
16. Menyusun rencana kerja Dewan Komisaris untuk periode tahun berjalan.
17. Memantau dan mengevaluasi pelaksanaan kebijakan strategis Bank.
18. Memantau efektivitas praktik *Good Corporate Governance* antara lain dengan mengadakan pertemuan berkala antara Dewan Komisaris dengan Direksi untuk membahas implementasi *Good Corporate Governance*.
19. Membentuk paling kurang Komite Pemantau Risiko, Komite Nominasi dan Remunerasi, Komite Audit, Komite Tata Kelola Terintegrasi dan memastikan komite yang telah dibentuk menjalankan tugasnya secara efektif.
20. Dalam melaksanakan tugas dan tanggung jawabnya, Dewan Komisaris wajib independen, dalam arti melaksanakan tugas secara objektif dan bebas dari tekanan serta kepentingan pihak mana pun, termasuk dalam hubungan satu sama lain maupun hubungan dengan Direksi.
21. Dewan Komisaris wajib melakukan pengawasan aktif terhadap pelaksanaan Fungsi Kepatuhan.
22. Menyetujui kebijakan APU & PPT serta mengawasi pelaksanaan program APU & PPT.
23. Mengkaji efektivitas sistem pengendalian internal, dengan menilai kompetensi dan jumlah sumber daya, ruang lingkup tugas dan kewenangan serta independensi dari Auditor Intern sesuai dengan Standar Pelaksanaan Fungsi Audit Intern Bank Umum (SPFAIB) yang diterbitkan/dikeluarkan oleh Bank Indonesia/Otoritas Jasa Keuangan.
24. Mengkaji efektivitas pelaksanaan tugas Auditor Ekstern, dengan menilai Kompetensi, Independensi serta ruang lingkup tugas Auditor Ekstern.

10. Provide opinions and suggestions as well as endorsement of the Bank's business plan proposed by the Board of Directors.
11. Conduct research and review on reports from the Board of Directors and all its subordinate ranks, especially those related to specific tasks that have been jointly decided.
12. Examine and analyze reports from Committees under the Board of Commissioners.
13. Keep abreast of the Bank's activities, both from internal information provided by management and from external information originating from the media and from other sources.
14. Attend work/coordination meetings with the Board of Directors and all staff.
15. Make efforts to ensure that the Board of Directors and staff have complied with statutory regulations in managing Bank Muamalat Indonesia.
16. Prepare a work plan for the Board of Commissioners for the current year.
17. Monitor and evaluate the implementation of the Bank's strategic policies.
18. Monitor the effectiveness of Good Corporate Governance practices, among others by holding regular meetings between the Board of Commissioners and the Board of Directors to discuss the implementation of Good Corporate Governance.
19. Establish a Risk Monitoring Committee, Nomination and Remuneration Committee, Audit Committee, Integrated Governance Committee and ensure that the committees that have been established carry out their duties effectively.
20. In carrying out its duties and responsibilities, the Board of Commissioners must be independent, meaning that it carries out its duties objectively and free from pressure and interests of any party, including relationships with each other as well as relationships with the Board of Directors.
21. The Board of Commissioners is obliged to carry out active supervision of the implementation of the Compliance Function.
22. Approve the AML & CFT policies and supervise the implementation of AML & CFT programs.
23. Assess the effectiveness of the internal control system by assessing the competence and amount of resources, the scope of duties and authorities, as well as the independence of the Internal Auditor in accordance with the Implementation Standards for the Internal Audit Function for Commercial Banks (SPFAIB) published/issued by Bank Indonesia/the Financial Services Authority.
24. Assess the effectiveness of the External Auditor's duties by assessing the External Auditor's competence, independence, and scope of duties.

Hak dan Wewenang

Selain tugas dan tanggung jawab, Dewan Komisaris Bank Muamalat Indonesia juga memiliki hak dan wewenang, yakni sebagai berikut:

1. Anggota Dewan Komisaris memiliki hak meminta penjelasan dan menanyakan segala hal yang berhubungan dengan tugas-tugas Dewan Komisaris dan Direksi, dan Direksi wajib menyampaikan penjelasan tentang segala hal yang ditanyakan oleh Dewan Komisaris.
2. Anggota Dewan Komisaris memiliki hak meminta semua keterangan yang berkenaan dengan Bank kepada Direksi dan Direksi harus memberikan semua keterangan yang berkenaan dengan Bank sebagaimana diperlukan para anggota Dewan Komisaris melalui Dewan Komisaris.
3. Pembagian kerja dan keanggotaan Komite di antara para Anggota Komisaris diatur oleh anggota Dewan Komisaris sendiri dan untuk kelancaran tugasnya Dewan Komisaris dapat dibantu oleh Sekretaris yang diangkat oleh Dewan Komisaris.
4. Pada setiap waktu Dewan Komisaris berdasarkan suatu keputusan Rapat Dewan Komisaris dapat memberhentikan untuk sementara waktu anggota Direksi dari jabatannya dengan menyebutkan alasannya, dengan ketentuan sebagaimana diuraikan dalam Undang-undang Perseroan Terbatas.
5. Berdasarkan keputusan rapat Dewan Komisaris, Dewan Komisaris berwenang memberikan kekuasaan sementara untuk menjalankan tindakan pengurusan Bank dan mewakili Bank terhadap pihak lain kepada seseorang atau lebih di antara mereka atas tanggungan Dewan Komisaris, jika oleh sebab apa pun jabatan anggota Direksi lowong dan/atau Bank tidak mempunyai seorang pun anggota Direksi.
6. Setiap anggota Dewan Komisaris memiliki hak untuk menerima honorarium dan tunjangan lain sesuai yang ditetapkan sesuai dengan Anggaran Dasar atau keputusan Rapat Umum Pemegang Saham.

Rights and Authorities

In addition to the duties and responsibilities, the Board of Commissioners of Bank Muamalat Indonesia also has the following rights and authorities:

1. Members of the Board of Commissioners have the right to request an explanation and to question all matters related to the duties of the Board of Commissioners and the Board of Directors. The Board of Directors is obliged to provide an explanation on all matters required by the Board of Commissioners.
2. Members of the Board of Commissioners have the right to request all information related to the Bank from the Board of Directors and the Board of Directors must provide all information as required by members of the Board of Commissioners.
3. The division of work and Committee membership among the members of the Commissioners is regulated by the members of the Board of Commissioners themselves and for the smooth running of their duties the Board of Commissioners can be assisted by a Secretary who is appointed by the Board of Commissioners.
4. At any time, the Board of Commissioners based on a resolution of the Board of Commissioners Meeting may temporarily suspend a member of the Board of Directors from their position by stating the reasons provided as outlined in the Limited Liability Company Law.
5. Based on the decision of the Board of Commissioners meeting, the Board of Commissioners has the authority to give temporary power to one or more Commissioners to carry out the management of the Bank and represent the Bank with other parties at the discretion of the Board of Commissioners if, for whatever reason, the position of the member of the Board of Directors is vacant and/or the Bank does not have a single member of the Board of Directors.
6. Each member of the Board of Commissioners has the right to receive an honorarium and other allowances as determined in accordance with the Articles of Association or the decision of the General Meeting of Shareholders.

Pedoman Kerja Dewan Komisaris

Dewan Komisaris Bank Muamalat Indonesia memiliki pedoman kerja yakni *Board Manual* yang ditujukan untuk memudahkan Dewan Komisaris dalam menjalankan tugas dan fungsinya. Pedoman tersebut dievaluasi dan diperbarui secara berkala dengan mengacu pada peraturan dan ketentuan yang berlaku di Indonesia.

Board of Commissioners Work Guideline

The Board of Commissioners of Bank Muamalat Indonesia has work guidelines, namely the Board of Commissioners Charter which is intended to facilitate the Board of Commissioners in carrying out their duties and functions. These guidelines are evaluated and updated regularly with reference to the rules and regulations applicable in Indonesia.

Pedoman dan tata tertib kerja ini mengikat bagi setiap anggota Dewan Komisaris agar dapat melaksanakan fungsi pengawasan secara efisien, efektif, transparan, independen dan akuntabel. Dasar penyusunan pedoman dan tata tertib kerja ini adalah:

1. Undang-Undang No. 40 Tahun 2007 tentang Perseroan Terbatas;
2. Peraturan OJK dan Surat Edaran OJK terkait penerapan dan organ Tata Kelola Perusahaan; dan
3. Anggaran Dasar Bank

Adapun isi dari Pedoman Kerja Dewan Komisaris yang disusun oleh Bank Muamalat Indonesia mencakup:

1. Fungsi
2. Komposisi dan Persyaratan
3. Pengangkatan dan Masa Jabatan
4. Rangkap Jabatan
5. Pengunduran Diri dan Pemberhentian
6. Komisaris Independen
7. Program Orientasi dan Peningkatan Kapabilitas
8. Etika Jabatan
9. Tugas dan Kewajiban Dewan Komisaris
10. Hak dan Wewenang Dewan Komisaris
11. Rapat Dewan Komisaris
12. Hubungan Kerja antara Dewan Komisaris dan Direksi
13. Evaluasi Kinerja Dewan Komisaris
14. Komite-komite Dewan Komisaris
15. Sekretaris Dewan Komisaris

Kriteria Dewan Komisaris

Bank telah menetapkan kriteria Dewan Komisaris Bank Muamalat Indonesia, yakni sebagai berikut:

1. Mempunyai akhlak, moral, dan integritas yang baik.
2. Cakap melakukan perbuatan hukum.
3. Dalam lima tahun sebelum pengangkatan 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.

The work guidelines and Code of Conduct are binding for each member of the Board of Commissioners in order to carry out their supervisory function efficiently, effectively, transparently, independently and accountably. The basis for the preparation of work guidelines and code of conduct is:

1. Law No. 40 of 2007 concerning Limited Liability Companies;
2. FSA Regulations and FSA Circular Letters regarding the implementation and organs of Corporate Governance; and
3. The Bank's Articles of Association

The contents of the work guidelines of the Board of Commissioners compiled by Bank Muamalat Indonesia include:

1. Functions
2. Composition and Requirements
3. Appointment and Term of Office
4. Multiple/Concurrent Positions
5. Resignation and Termination
6. Independent Commissioner
7. Orientation and Capacity Improvement Program
8. Corporate Ethics
9. Duties and Obligations of the Board of Commissioners
10. Rights and Authorities of the Board of Commissioners
11. Meetings of the Board of Commissioners
12. Working Relationship between the Board of Commissioners and the Board of Directors
13. Performance Assessment of the Board of Commissioners
14. Committees of the Board of Commissioners
15. Secretary of the Board of Commissioners

Criteria for the Board of Commissioners

The Bank has determined the criteria for the Board of Commissioners of Bank Muamalat Indonesia, which are as follows:

1. Have good character, morals and integrity.
2. Capable of taking legal actions.
3. In the five years prior to appointment, they were never a member of the Board of Directors and/or a member of the Board of Commissioners during their tenure:
   i. Has never not held an annual GMS.
   ii. Has never had their responsibilities as a member of the Board of Directors and / or Board of Commissioners not accepted by the GMS or has never given accountability as a member of the Board of Directors and / or Board of Commissioners to the GMS.
   iii. Cause a company that obtained a license, approval, or registration from the Financial Services Authority to fail to meet its obligation to submit an Annual Report and / or Financial Report to the Financial Services Authority.

4. Tidak pernah dihukum karena melakukan tindak pidana yang disebutkan dalam Undang-Undang No. 8 tahun 2010 tentang Tindak Pidana Pencucian Uang, tindak pidana yang merugikan keuangan negara dan/atau yang berkaitan dengan sektor keuangan, dalam waktu 20 (dua puluh) tahun terakhir sebelum dicalonkan.
5. Memiliki komitmen untuk memenuhi peraturan perundang-undangan yang berlaku.
6. Memiliki komitmen terhadap pengembangan operasional Bank Syariah yang sehat.
7. Tidak pernah secara langsung maupun tidak langsung terlibat dalam perbuatan rekayasa dan praktik-praktik menyimpang, cedera janji serta perbuatan lain yang merugikan perusahaan di mana yang bersangkutan bekerja atau pernah bekerja.
8. Tidak tercantum dalam Daftar Tidak Lulus (DTL).
9. Memiliki pengetahuan di bidang perbankan dan perbankan syariah yang memadai dan relevan dengan jabatannya.
10. Memiliki kemauan dan kemampuan untuk mengawasi kegiatan usaha BMI agar sesuai dengan prinsip kehati-hatian dan prinsip syariah di bidang perbankan syariah.
11. Memiliki pengetahuan dan pemahaman dalam penerapan manajemen risiko.
12. Tidak memiliki kredit/pembiayaan macet.
13. Tidak pernah dinyatakan pailit atau menjadi anggota Direksi dan/atau Dewan Komisaris yang dinyatakan bersalah yang menyebabkan suatu perseroan dinyatakan pailit, dalam waktu 5 (lima) tahun terakhir sebelum dicalonkan.

Ketentuan Masa Jabatan Dewan Komisaris

Sesuai dengan Anggaran Dasar/RUPS dan UU Perseroan Terbatas, Anggota Dewan Komisaris diangkat untuk jangka waktu terhitung sejak tanggal RUPS pengangkatan dan berakhir pada penutupan RUPS tahunan yang ke 5 (lima) setelah tanggal pengangkatannya. Ketentuan tersebut dengan tidak mengurangi hak RUPS untuk sewaktu-waktu memberhentikan sebelum masa jabatan berakhir dengan menyebutkan alasannya.

Anggota Dewan Komisaris memiliki masa jabatan maksimal 2 (dua) kali masa jabatan. Dalam hal seorang anggota Dewan Komisaris berhenti atau diberhentikan sebelum masa jabatannya, maka masa jabatan penggantinya adalah sisa masa jabatan anggota Dewan Komisaris yang digantikannya. Apabila terdapat penambahan anggota Dewan Komisaris, maka masa jabatan anggota Dewan Komisaris tersebut akan berakhir bersamaan dengan berakhirnya masa jabatan Dewan Komisaris lainnya yang telah ada.

4. Have never been convicted of committing a crime as stated in Law No. 8 of 2010 concerning the Crime of Money Laundering, a crime that causes losses to state finances and/or is related to the financial sector, within the last 20 (twenty) years before being nominated.
5. Have a commitment to comply with the prevailing laws and regulations.
6. Have a commitment to the development of sound Sharia Bank operations.
7. Have never been directly or indirectly involved in engineering acts and deviant practices, defaults and other actions that are detrimental to the company where the person concerned is working or has worked.
8. Not listed in the Disqualified List (DTL).
9. Possess adequate knowledge in the field of Islamic/shariah banking and banking relevant to the position.
10. Have the will and ability to supervise BMI's business activities to comply with prudential principles and sharia principles in the field of Islamic banking.
11. Have knowledge and understanding in the application of risk management.
12. Does not have bad credit financing.
13. Have never been declared bankrupt or been a member of the Board of Directors and/or Board of Commissioners who was found guilty of causing a company to go bankrupt, within the last 5 (five) years before being nominated.

Terms of Service for the Board of Commissioners

In accordance with the Articles of Association/GMS and the Limited Liability Company Law, members of the Board of Commissioners are appointed for a period starting from the date of appointment of the GMS and ending at the closing of the 5th (fifth) annual GMS after the date of their appointment. This provision is without prejudice to the right of the GMS to dismiss at any time before the term of office ends by stating the reasons.

Members of the Board of Commissioners have a maximum term of 2 (two) terms of office. In the event that a member of the Board of Commissioners resigns or is dismissed before then end of their term of office, the term of office of their replacement shall be the remaining term of office of the member of the Board of Commissioners they replace. If there are additional members of the Board of Commissioners, the term of office of the members of the Board of Commissioners will end at the same time as the other existing members of the Board of Commissioners.

Jabatan anggota Dewan Komisaris dinyatakan berakhir, apabila anggota Dewan Komisaris yang bersangkutan diberhentikan berdasarkan keputusan RUPS, mengundurkan diri, dan tidak lagi memenuhi persyaratan sebagai anggota Dewan Komisaris berdasarkan ketentuan Anggaran Dasar dan peraturan perundang-undangan yang berlaku. Kemudian meninggal dunia atau masa jabatannya berakhir.

Komposisi dan Dasar Pengangkatan Dewan Komisaris

Hingga berakhirnya tahun buku 2020, komposisi susunan keanggotaan Dewan Komisaris Bank adalah 5 (lima) orang anggota Dewan Komisaris yang terdiri atas 3 (tiga) orang Komisaris Independen yang berdomisili di Indonesia dan 2 (orang) Komisaris Non-Independen yang berdomisili di luar Indonesia.

Jumlah tersebut telah memenuhi ketentuan yang mengatur bahwa jumlah anggota Dewan Komisaris paling kurang 3 (tiga) orang dan paling banyak sama dengan jumlah anggota Direksi, paling kurang 1 (satu) orang anggota Dewan Komisaris wajib berdomisili di Indonesia serta Paling kurang 50% (lima puluh persen) dari jumlah anggota Dewan Komisaris adalah Komisaris Independen.

Mengacu pada POJK No. 27/POJK.03/2016 tentang Penilaian Kemampuan dan Kepatutan Bagi Pihak Utama Lembaga Jasa Keuangan, calon anggota Dewan Komisaris dan/atau wajib memperoleh persetujuan dari Otoritas Jasa Keuangan sebelum menjalankan tindakan, tugas, dan fungsinya sebagai Dewan Komisaris. Hingga 31 Desember 2020 tercatat 3 (tiga) orang Dewan Komisaris Bank Muamalat telah dinyatakan lulus Penilaian Kemampuan dan Kepatutan (PKK) oleh OJK.

Selama tahun 2020 susunan keanggotaan Dewan Komisaris Bank Muamalat Indonesia tidak mengalami perubahan. Berikut ini adalah susunan anggota Dewan Komisaris beserta dasar pengangkatannya.

The position of a member of the Board of Commissioners is declared terminated if the member of the Board of Commissioners concerned is dismissed based on the resolution of the GMS, resigns, passes away, reaches the end of their term, or no longer meets the requirements for a member of the Board of Commissioners based on the provisions of the Articles of Association and applicable laws and regulations.

Composition and Basis for Appointment of the Board of Commissioners

Until the end of the 2020 financial year, the composition of the Bank's Board of Commissioners is 5 (five) members of the Board of Commissioners consisting of 3 (three) Independent Commissioners domiciled in Indonesia and 2 (people) Non-Independent Commissioners domiciled outside Indonesia.

This number has met the regulation stipulating that the number of members of the Board of Commissioners is at least 3 (three) people and at most equal to the number of members of the Board of Directors, at least 1 (one) member of the Board of Commissioners must be domiciled in Indonesia and at least 50% (fifty percent) of the total members of the Board of Commissioners are Independent Commissioners.

Referring to POJK No. 27/POJK.03/2016 concerning Fit and Proper Test for Main Parties of Financial Services Institutions, candidates for the Board of Commissioners and/or must obtain approval from the Financial Services Authority before carrying out the actions, duties and functions as the Board of Commissioners. As of December 31, 2020, it was recorded that 3 (three) members of the Board of Commissioners of Bank Muamalat had passed the FSA's Fit and Proper Test (PKK).

During 2020, the membership composition of the Board of Commissioners of Bank Muamalat Indonesia did not change. The following is the composition of the Board of Commissioners and the basis for their appointment.

Nama Name	**Jabatan** Position	**RUPS Pengangkatan** Appointment AGMS	**Persetujuan OJK** FSA Approval	**Tanggal Efektif** Effective Date	**Pengangkatan Kembali** Reappointing
Ilham A. Habibie	Komisaris Utama/ Komisaris Independen President Commissioner/ Independent Commissioner	RUPS Tahunan 28 Juni 2018 AGMS June 28, 2018	No. Kep-51/D.03/2019 tanggal 26 Maret 2019 No. Kep-51/D.03/2019 dated on March 26, 2019	26 Maret 2019 March 26, 2019	RUPS Tahunan 17 Mei 2019 AGMSMay 17, 2019
Iggi H. Achsien	Komisaris Independen Independent Commissioner	RUPS Tahunan 23 Juni 2014 AGMS June 23, 2014	No. Kep-113/D.03/2014 tanggal 25 November 2014	25 November 2014 November 25, 2014	RUPS Tahunan 17 Mei 2019 AGMSMay 17, 2019
Edy Setiadi	Komisaris Independen Independent Commissioner	RUPSLB 20 September 2017 EGMS September 20, 2017	No. Kep-36/D.03/2018 tanggal 2 Maret 2018	2 Maret 2018 March 2, 2018	RUPS Tahunan 17 Mei 2019 AGMSMay 17, 2019

Nama Name	Jabatan Position	RUPS Pengangkatan Appointment AGMS	Persetujuan OJK FSA Approval	Tanggal Efektif Effective Date	Pengangkatan Kembali Reappointing
Mohamed Hedi Mejai*)	Komisaris Commissioner	RUPSLB 20 September 2017 EGMS September 20, 2017	Sedang dalam proses akhir Penilaian Kemampuan dan Kepatutan dari OJK In the final stage of Fit and Proper Test by FSA	–	RUPS Tahunan 17 Mei 2019 AGMSMay 17, 2019
Abdulsalam Mohammad Joher Al-Saleh*)	Komisaris Commissioner	RUPSLB 20 Maret 2017 EGMS March 20, 2017	Sedang dalam proses akhir Penilaian Kemampuan dan Kepatutan dari OJK In the final stage of Fit and Proper Test by FSA	–	RUPS Tahunan 17 Mei 2019 AGMSMay 17, 2019

*) Belum efektif menjabat sebagai Komisaris
Not yet effective served as Commissioner

Kepemilikan Saham Dewan Komisaris

Seluruh anggota Dewan Komisaris wajib mengungkapkan kepemilikan sahamnya pada BUS yang bersangkutan sesuai dengan Peraturan Bank Indonesia No. 11/33/PBI/2009 tentang Pelaksanaan *Good Corporate Governance* bagi Bank Umum Syariah dan Unit Usaha Syariah pasal 16 serta sebagai wujud penerapan prinsip transparansi dalam GCG.

Hingga berakhirnya tahun buku 2020, tercatat tidak terdapat anggota Dewan Komisaris Bank Muamalat Indonesia yang mempunyai saham, baik atas nama sendiri maupun secara bersama-sama yang melebihi 5% (lima persen) dari modal disetor pada Bank Muamalat Indonesia, sebagaimana disajikan pada tabel berikut ini:

Share Ownership of the Board of Commissioners

All members of the Board of Commissioners are required to disclose their share ownership in the BUS in accordance with Bank Indonesia Regulation No. 11/33/PBI/2009 concerning the Implementation of Good Corporate Governance for Islamic Commercial Banks and Sharia Business Units article 16 as well as a manifestation of the implementation of the principles of transparency in GCG.

Until the end of the 2020 financial year, no members of the Board of Commissioners of Bank Muamalat Indonesia owned shares, either on their own behalf or collectively, which exceeded 5% (five percent) of the paid-up capital at Bank Muamalat Indonesia, as presented in the following table :

Nama Name	Jabatan Position	Jumlah Kepemilikan Saham Number of Shares Owned		Jumlah Nominal Saham Number of Nominal Shares	
		Seri A	Seri B	Seri A	Seri B
Ilham A. Habibie	Komisaris Utama/Komisaris Independen President Commissioner/ Independent Commissioner	—	—	—	—
Iggi H. Achsien	Komisaris Independen Independent Commissioner	—	—	—	—
Edy Setiadi	Komisaris Independen Independent Commissioner	—	—	—	—
Mohamed Hedi Mejai*)	Komisaris Commissioner	—	—	—	—
Abdulsalam Mohammad Joher Al-Saleh*)	Komisaris Commissioner	—	—	—	—

*) Belum efektif menjabat sebagai Komisaris
Not yet effective served as Commissioner

Kebijakan Rangkap Jabatan Dewan Komisaris

Peraturan Bank Indonesia No. 11/3/PBI/2009 tentang Bank Umum Syariah Pasal 26 ayat 1 telah mengatur mengenai rangkap jabatan Anggota Dewan Komisaris. Sesuai dasar hukum tersebut, jabatan yang dapat dirangkap oleh Anggota Dewan Komisaris yakni:

Concurrent Position Policy for the Board of Commissioners

Bank Indonesia Regulation No. 11/3/PB/2009 concerning Sharia Commercial Banks Article 26 paragraph 1 has regulated concurrent positions for Members of the Board of Commissioners. In accordance with the legal basis, the positions that can be concurrently held by members of the Board of Commissioners are:

1. Anggota Dewan Komisaris, Direksi, atau Pejabat Eksekutif pada 1 (satu) lembaga/perusahaan bukan lembaga keuangan.
2. Anggota Dewan Komisaris atau Direksi yang melaksanakan fungsi pengawasan pada 1 (satu) perusahaan anak lembaga keuangan bukan Bank yang dimiliki oleh Bank.
3. Anggota Dewan Komisaris, Direksi, atau Pejabat Eksekutif pada 1 (satu) perusahaan yang merupakan pemegang saham Bank.
4. Pejabat pada paling banyak 3 (tiga) lembaga nirlaba.

1. Member of the Board of Commissioners, Directors, or Executive Officers in 1 (one) non-financial institution/ company.
2. Member of the Board of Commissioners or Board of Directors who carry out supervisory functions in 1 (one) non-Bank financial institution subsidiary owned by the Bank.
3. Member of the Board of Commissioners, Directors, or Executive Officers in 1 (one) company that are shareholders of the Bank.
4. Official at a maximum of 3 (three) non-profit institutions.

Rangkap Jabatan Dewan Komisaris Bank Muamalat Indonesia Hingga 31 Desember 2020

Concurrent Positions of Members of the Board of Commissioners of Bank Muamalat Indonesia up to December 31, 2020

Nama Name	**Jabatan** Position	**Jabatan di Perusahaan Lain** Position in Other Company	**Nama Perusahaan Lain** Name of Other Company
Ilham A. Habibie	Komisaris Utama/Komisaris Independen President Commissioner/ Independent Commissioner	Komisaris Commissioner	PT Visi Media Asia Tbk
		Direktur Utama President Director	PT Ilthabi Rekatama
Iggi H. Achsien	Komisaris Independen Independent Commissioner	—	—
Edy Setiadi	Komisaris Independen Independent Commissioner	—	—
Mohamed Hedi Mejai*)	Komisaris Commissioner	Direktur Director	IsDB
Abdulsalam Mohammad Joher Al-Saleh*)	Komisaris Commissioner	Deputy CEO	Boubyan Bank
		Board Member	Boubyan Takaful Insurance
		Board Member	United Capital Bank
		Vice Chairman	Boubyan Capital

*) Belum efektif menjabat sebagai Komisaris
Not yet effective served as Commissioner

Program Pengenalan Perusahaan bagi Komisaris Baru

Bank Muamalat Indonesia memiliki program pengenalan perusahaan bagi anggota Komisaris baru, mengingat latar belakang anggota Dewan Komisaris yang berasal dari berbagai pihak. Selain itu, antaranggota Dewan Komisaris juga belum saling mengenal dan/atau belum pernah bekerja dalam satu tim sebelumnya sehingga program orientasi sangat penting untuk dilaksanakan yang tentunya disesuaikan dengan kebutuhan.

Sepanjang tahun 2020, Bank Muamalat Indonesia tidak melaksanakan program orientasi/pengenalan dikarenakan tidak terdapat perubahan struktur keanggotaan Dewan Komisaris baru. Adapun prosedur Program Orientasi Bank Muamalat mencakup hal-hal sebagai berikut:

1. Program orientasi mengenai Bank Muamalat Indonesia (Bank) wajib diberikan kepada Anggota Dewan Komisaris yang baru pertama kali menjabat di Bank.

Company Introduction Program for New Commissioners

Bank Muamalat Indonesia has a company induction program for new Commissioners, given the various backgrounds of members of the Board of Commissioners. In addition, the members of the Board of Commissioners also do not know each other and / or have never worked in a team before, so an orientation program that is tailored to the needs is important to be implemented.

Throughout 2020, Bank Muamalat Indonesia did not carry out an orientation / introduction program because there was no change in the membership structure of the Board of Commissioners. The Bank Muamalat Orientation Program procedure includes the following:

1. An orientation program regarding Bank Muamalat Indonesia (Bank) must be given to Members of the Board of Commissioners who are serving at the Bank for the first time.

2. Tanggung jawab pelaksanaan program orientasi ada pada Komisaris Utama. Jika Komisaris Utama berhalangan maka tanggung jawab pelaksanaan program orientasi berada pada Direktur Utama.

3. Materi yang diberikan pada program orientasi meliputi hal-hal sebagai berikut:
   a. Gambaran mengenai BMI berkaitan dengan tujuan, sifat, lingkup kegiatan, kinerja keuangan dan operasi, strategi, rencana usaha jangka pendek dan jangka panjang, posisi kompetitif, risiko dan berbagai masalah strategis lainnya.
   b. Penjelasan mengenai produk-produk jasa perbankan Bank.
   c. Pelaksanaan prinsip-prinsip *Good Corporate Governance* oleh Bank.
   d. Tanggung jawab hukum anggota Dewan Komisaris.
   e. Penjelasan yang berkaitan dengan kewenangan yang didelegasikan, audit internal dan eksternal, sistem dan kebijakan pengendalian internal serta tugas dan peran Komite Audit dan Komite-komite lain yang dibentuk oleh Dewan Komisaris.
   f. Penjelasan mengenai kewajiban, tugas, tanggung jawab dan hak-hak Dewan Pengawas Syariah, Dewan Komisaris dan Direksi.
   g. Team building, yang menyertakan seluruh anggota Dewan Komisaris, baik yang baru menjabat maupun yang pernah menjabat sebelumnya dengan tujuan mewujudkan kekompakan dan kerja sama tim sebagai Dewan Komisaris.
4. Program orientasi yang diberikan dapat berupa presentasi, pertemuan atau kunjungan ke fasilitas Bank, perkenalan dengan para karyawan senior dan para karyawan Bank serta program lainnya.

Pembidangan Tugas Pengawasan Dewan Komisaris

Anggota Dewan Komisaris memiliki kompetensi, pengalaman, dan bidang masing-masing sehingga menjadikan para anggota Dewan Komisaris merangkap sebagai Ketua dan/atau anggota Komite-komite di bawah Dewan Komisaris dalam rangka membantu pelaksanaan tugas dan tanggung jawab Dewan Komisaris. Adapun keanggotaan Dewan Komisaris pada Komite-komite tersebut diurai pada tabel berikut ini.

2. Responsibility for implementing the orientation program rests with the Chairman of the Board of Commissioners. If the Chairman of the Board of Commissioners is absent, the responsibility for implementing the orientation program rests with the President Director.
3. The material provided in the orientation program includes the following:
   a. The description of BMI regarding the objectives, nature, scope of activities, financial and operational performance, strategy, short-term and long-term business plans, competitive market position, risks and various other strategic issues.
   b. Explanation of the Bank's banking service products.
   c. Implementation of the principles of Good Corporate Governance by the Bank.
   d. The legal responsibilities of members of the Board of Commissioners.
   e. Explanation related to delegated authority, internal and external audits, internal control systems and policies as well as the duties and roles of the Audit Committee and other committees established by the Board of Commissioners.
   f. A description of the obligations, duties, responsibilities and rights of the Sharia Supervisory Board, Board of Commissioners and Board of Directors.
   g. Team building, which includes all members of the Board of Commissioners, both new and former members of the Board of Commissioners with the goal of creating solidarity and teamwork as the Board of Commissioners.
4. The orientation program can take the form of presentations, meetings or visits to Bank facilities, introductions to senior employees and Bank employees and other programs.

Division of Supervision of the Board of Commissioners

Members of the Board of Commissioners have their respective competency, experience, and specialized area, thus making the members of the Board of Commissioners concurrently as Chairman and/or members of the Committees under the Board of Commissioners in order to assist in the implementation of the duties and responsibilities of the Board of Commissioners. The members of the Board of Commissioners in these Committees are described in the following table.

Nama Name	Keanggotaan Komite Level Komisaris Position	Jabatan Position
Ilham A. Habibie	Komite Nominasi dan Remunerasi Committee	Ketua Chairman
	Komite Tata Kelola Perusahaan Terintegrasi Committee	Ketua Chairman
	Komite Pemantau Risiko Committee	Anggota Member
Iggi H. Achsien	Komite Audit Audit Committee	Ketua Chairman
	Komite Nominasi dan Remunerasi Committee	Anggota Member
Edy Setiadi	Komite Pemantau Risiko Committee	Ketua Chairman
	Komite Tata Kelola Perusahaan Committee	Ketua Chairman
	Komite Nominasi dan Remunerasi Committee	Anggota Member
Mohamed Hedi Mejai*)	Komite Tata Kelola Perusahaan Committee	Anggota Member
	Komite Nominasi dan Remunerasi Committee	Anggota Member
Abdulsalam Mohammad Joher Al-Saleh*)	Komite Pemantau Risiko Committee	Anggota Member

*) Belum efektif menjabat sebagai Komisaris
Not yet effective served as Commissioner

Keputusan yang Perlu Mendapat Persetujuan Dewan Komisaris

Mengacu pada Peraturan Bank Indonesia No. 11/33/PBI/2009 tentang Pelaksanaan *Good Corporate Governance* bagi Bank Umum Syariah dan Unit Usaha Syariah pasal 8 ayat (4), dalam melakukan pengawasan, Dewan Komisaris dilarang terlibat dalam pengambilan keputusan kegiatan operasional Bank. Hal itu tidak termasuk dalam pengambilan keputusan untuk pemberian pembiayaan kepada Direksi sepanjang kewenangan Dewan Komisaris tersebut ditetapkan dalam Anggaran Dasar Bank atau dalam Rapat Umum Pemegang Saham.

Peraturan itu juga mengungkapkan bahwa Dewan Komisaris dapat ikut serta dalam pengambilan keputusan atas hal-hal lain yang ditetapkan dalam anggaran dasar Bank atau peraturan perundang-undangan. Pengambilan keputusan kegiatan operasional Bank oleh Dewan Komisaris sebagaimana dimaksud di atas merupakan bagian dari tugas pengawasan oleh Dewan Komisaris. Dengan demikian, tidak meniadakan tanggung jawab Direksi atas pelaksanaan kepengurusan Bank.

Sertifikasi Manajemen Risiko

Pejabat yang memiliki kompetensi dan keahlian di bidang manajemen risiko merupakan sebuah kebutuhan dalam bisnis bank seiring dengan semakin kompleksnya kegiatan usaha perbankan sehingga potensi risiko yang dihadapi juga semakin besar.

Decisions that Require the Approval of the Board of Commissioners

Referring to Bank Indonesia Regulation No. 11/33/PBI/2009 concerning Implementation of Good Corporate Governance for Sharia Commercial Banks and Sharia Business Units article 8 paragraph (4), in conducting supervision, the Board of Commissioners is prohibited from being involved in making decisions on Bank operational activities. This is not included in the decision to provide financing facilities to the Board of Directors as long as the authority of the Board of Commissioners is stipulated in the Articles of Association of the Bank or in the General Meeting of Shareholders.

The regulation also states that the Board of Commissioners can participate in making decisions on other matters stipulated in the articles of association of the Bank or laws and regulations. The decision making for the Bank's operational activities by the Board of Commissioners as referred to above is part of the supervisory duties by the Board of Commissioners. Thus, it does not negate the responsibility of the Board of Directors for the implementation of the management of the Bank.

Risk Management Certification

Officers who have competency and expertise in risk management are a necessity in the banking business in line with increasingly complex banking business activities where the potential risks faced are also increasing.

Hal itu juga sesuai dengan Peraturan Bank Indonesia No. 11/19/PBI/2009 tentang Sertifikasi Manajemen Risiko bagi Pengurus dan Pejabat Bank Umum. Dewan Komisaris dan Direksi wajib memiliki Sertifikat Manajemen Risiko yang diterbitkan oleh Lembaga Sertifikasi Profesi.

This is also in accordance with Bank Indonesia Regulation No. 11/19/PBI/2009 concerning Risk Management Certification for Managers and Officers of Commercial Banks. The Boards of Commissioners and Directors are required to have a Risk Management Certificate issued by a Professional Certification Agency.

Kewajiban Sertifikasi Manajemen Risiko Dewan Komisaris

Mandatory Risk Management Certification of the Board of Commissioners

Jabatan	Level	Masa Berlaku Validity Period	Position
Komisaris	1	4 tahun/year	Commissioner
Komisaris Independen	2	4 tahun/year	Independent Commissioner
Direktur Utama dan Direktur dengan aset di atas Rp10 triliun	5	2 tahun/year	President Director and Directors with assets of above Rp10 trillion

Apabila masa berlaku sertifikasi tersebut telah habis, Dewan Komisaris wajib melakukan program pemeliharaan (*refreshment*) secara berkala, minimal 1 (satu) kali dalam 4 (empat) tahun untuk tingkat 1 dan 2, atau 1 (satu) kali dalam 2 (dua) tahun untuk tingkat 3, 4 dan 5. Adapun sertifikasi manajemen risiko yang dimiliki oleh Dewan Komisaris pada tahun 2020 dijelaskan dalam tabel di bawah ini.

If the validity period of the certification has expired, the Board of Commissioners must carry out a periodic refreshment program, at least 1 (one) time in 4 (four) years for levels 1 and 2, or 1 (one) time in 2 (two) years. for levels 3, 4 and 5. The risk management certification held by the Board of Commissioners in 2020 is described in the table below.

Kepemilikan Sertifikasi Manajemen Risiko Dewan Komisaris

Ownership of Risk Management Certification for the Board of Commissioners

Nama Name	Jabatan Position	Level Serifikasi Certification Level	Bidang Field	Lembaga yang Mengeluarkan Sertifikasi Institutions Issuing the Certificatioins	Tanggal Dikeluarkan Issuance Date	Tanggal Kedaluwarsa Expiration Date
Ilham A. Habibie	Komisaris Utama/ Komisaris Independen President Commissioner/ Independent Commissioner	2	Risk Management Certification	LSPP	27 Agustus 2018 August 27, 2018	27 Agustus 2022 August 27, 2022
Iggi H. Achsien	Komisaris Independen Independent Commissioner	2	Risk Management Certification	LSPP	12 Agustus 2014 August 12, 2014	12 Agustus 2023 August 12, 2023
Edy Setiadi	Komisaris Independen Independent Commissioner	2	Risk Management Certification	LSPP	26 Oktober 2017 October 26, 2017	26 Oktober 2021 October 26, 2021
Mohamed Hedi Mejai*)	Komisaris Commissioner	1	Risk Management Certification	LSPP	9 November 2017 November 9, 2017	9 November 2021 November 9, 2021
Abdulsalam Mohammad Joher Al-Saleh*)	Komisaris Commissioner	1	Risk Management Certification	LSPP	23 Agustus 2017 August 23, 2017	23 Agustus 2021 August 23, 2021

*) Belum efektif menjabat sebagai Komisaris
Not yet effective served as Commissioner

Program Pengembangan Kompetensi Dewan Komisaris

Sebagai upaya untuk meningkatkan kompetensi, sepanjang tahun 2020, Dewan Komisaris telah mengikuti berbagai pelatihan yang secara rinci disampaikan dalam bab "Profil Perusahaan" dalam Laporan Tahunan Bank Muamalat Indonesia 2020.

Competency Development Program for the Board of Commissioners

In an effort to improve competency throughout 2020, the Board of Commissioners participated in various trainings which are detailed in the "Company Profile" chapter in this Annual Report.

Pengelolaan Benturan Kepentingan Dewan Komisaris

Apabila terjadi benturan kepentingan, anggota Dewan Komisaris dilarang mengambil tindakan yang dapat mengurangi aset atau mengurangi keuntungan Bank Umum Syariah (BUS) dan wajib mengungkapkan benturan kepentingan dalam setiap keputusan. Hal tersebut sesuai dengan Pasal 61 Peraturan Bank Indonesia No. 11/33/PBI/2009 tentang Pelaksanaan *Good Corporate Governance* bagi Bank Umum Syariah dan Unit Usaha Syariah. Dengan demikian, Anggota Dewan Komisaris harus selalu:

1. Mengutamakan kepentingan Bank dan tidak mengurangi keuangan Bank dalam hal terjadi benturan kepentingan.
2. Menghindarkan diri dari pengambilan keputusan dalam situasi dan kondisi adanya benturan kepentingan.
3. Melakukan pengungkapan hubungan kekeluargaan, hubungan keuangan, hubungan kepengurusan, hubungan kepemilikan dengan Anggota Komisaris lain dan/atau anggota Direksi dan/atau pemegang saham pengendali Bank dan/atau pihak lainnya dalam rangka bisnis Bank.
4. Melakukan pengungkapan dalam hal pengambilan keputusan tetap harus diambil pada kondisi adanya benturan kepentingan.

Keputusan, Rekomendasi dan Pelaksanaan Tugas Dewan Komisaris

Dewan Komisaris melakukan pengawasan terhadap kinerja Bank Muamalat Indonesia sekaligus memberikan rekomendasi, saran dan nasihat kepada Direksi. Pengawasan dan nasihat Dewan Komisaris juga disampaikan melalui Komite Audit, Komite Pemantau Risiko dan Komite Nominasi dan Remunerasi, Komite Tata Kelola Perusahaan serta Komite Tata Kelola Terintegrasi yang dibahas pada rapat Dewan Komisaris. Adapun beberapa rekomendasi penting yang dikeluarkan oleh Dewan Komisaris pada 2020, antara lain:

1. Merekomendasikan fokus bisnis Bank Muamalat di masa depan harus memiliki dampak yang positif terhadap peningkatan rentabilitas dan penyelesaian pembiayaan secara agresif, efisiensi operasional dan pertumbuhan bisnis yang moderat. Hal tersebut harus terefleksi dalam peningkatan profitabilitas Bank di masa yang akan datang.
2. Mendorong manajemen untuk mempercepat terealisasinya rencana penambahan modal tahun 2020 dan memperbaiki kualitas aset pembiayaan.
3. Berupaya meningkat pendapatan bank untuk memperbaiki kinerja Bank.

Management of Conflict of Interest for the Board of Commissioners

In the event of a conflict of interest, members of the Board of Commissioners are prohibited from taking actions that can reduce assets or reduce profits for Sharia Commercial Banks (BUS) and are required to disclose conflicts of interest in every decision. This is in accordance with Article 61 of Bank Indonesia Regulation No. 11/33/PBI/2009 concerning the Implementation of Good Corporate Governance for Islamic Commercial Banks and Sharia Business Units. Thus, the members of the Board of Commissioners must always:

1. Prioritize the interests of the Bank and not burden the Bank's finances in the event of a conflict of interest.
2. Refrain from making decisions in situations and conditions of conflict of interest.
3. Disclose family relationships, financial relationships, management relationships, ownership relationships with other Commissioners and/or members of the Board of Directors and/or controlling shareholders of the Bank and/or other parties in the framework of the Bank's business.
4. Disclosures upon decision making must still be conducted in a condition where there is a conflict of interest.

Decisions, Recommendations and Implementation of Duties of the Board of Commissioners

The Board of Commissioners supervises the performance of Bank Muamalat Indonesia as well as provides recommendations, suggestions and advice to the Board of Directors. Supervision and advice from the Board of Commissioners is also conveyed through the Audit Committee, the Risk Monitoring Committee, the Nomination and Remuneration Committee, the Corporate Governance Committee and the Integrated Governance Committee which were discussed at the Board of Commissioners' meeting. There are several important recommendations issued by the Board of Commissioners in 2020, including:

1. Recommend that the future business focus of Bank Muamalat should have a positive impact on increasing profitability and aggressive financing settlement, operational efficiency and moderate business growth. This must be reflected in the increase in the Bank's profitability in the future.
2. Encourage management to accelerate the realization of the plan to increase capital in 2020 and improve the quality of financing assets.
3. Attempt to increase bank revenue to improve the Bank's performance.

4. Mendorong manajemen untuk melakukan strategi percepatan pertumbuhan bisnis yang sejalan dengan strategi optimalisasi modal dengan tetap memperhatikan prinsip kehati-hatian Bank.
5. Perlunya peningkatan penyaluran dana perbaikan kualitas portofolio pembiayaan secara *bankwide*.
6. Meningkatkan *monitoring* aspek kepatuhan Bank terhadap regulasi yang berlaku.
7. Melakukan *review* dan menyempurnakan ketentuan internal bank yang berpotensi menyebabkan pembiayaan bermasalah.
8. Memberikan arahan atas realisasi pemantauan rekomendasi hasil audit.
9. Memantau perkembangan inisiatif optimalisasi dan efisiensi biaya melalui *cost efficiency* program yang telah dilakukan sehingga pencapaian indikator profitabilitas Bank semakin meningkat.

Penilaian Kinerja Komite-komite di Bawah Dewan Komisaris

Dasar Penilaian

Penilaian kinerja Komite-komite yang berada di bawah Komisaris dilakukan secara berkala dengan metode *self-assesment*. Penilaian secara kolektif dan kolegial atas kinerja anggota komite di tingkat Komisaris dalam melaksanakan tugas dan tanggung jawabnya didasarkan pada hal-hal berikut ini:

1. Pemenuhan Struktur Organisasi Komite
2. Ketersediaan Piagam/Charter Komite
3. Pelaksanaan Rapat Komite
4. Dokumentasi Hasil Rekomendasi Komite

Hasil Penilaian

Hasil penilaian terhadap komite-komite di bawah Dewan Komisaris sepanjang tahun 2020 adalah sebagai berikut :

4. Encourage management to implement a strategy for accelerating business growth in line with the strategy for capital optimization while still observing the prudential principles of the Bank.
5. The need for increased distribution of funds to improve the quality of the financing portfolio on a bank-wide basis.
6. Improve monitoring of the Bank's compliance aspects with applicable regulations.
7. Review and refine internal bank regulations that have the potential to cause financing problems.
8. Provide direction on the realization of monitoring of audit results recommendations.
9. Monitor the progress of optimization and cost efficiency initiatives through cost efficiency programs that have been implemented so that the achievement of the Bank's profitability indicators increased

Performance Appraisal of the Committees under the Board of Commissioners

Basis of Assessment

The performance appraisal of the Committees under the Commissioners is carried out periodically using the self-assessment method. Collective and collegial assessment of the performance of committee members at the Commissioner level in carrying out their duties and responsibilities is based on the following:

1. Fulfillment of the Committee's Organizational Structure
2. Availability of Committee Charter/Charter
3. Implementation of Committee Meetings
4. Documentation of the Results of the Committee's Recommendations

Assessment Result

The results of the assessment of the committees under the Board of Commissioners throughout 2020 are described in the table below.

Hasil Penilaian Komite di Bawah Dewan Komisaris

Results of the Assessment of Committees under the Board of Commissioners

Indikator Indicators	**Penilaian** Assessment
Struktur Organisasi Komite Committee Organizational Structure	Mayoritas struktur organisasi dan komposisi keanggotaan komite telah lengkap dan memadai. Adapun untuk Komite Tata Kelola Terintegrasi, anggota komite yang berasal dari Komisaris Independen yang berasal dari Lembaga Jasa Keuangan yang menjadi anggota Konglomerasi masih kosong dikarenakan Komisaris Independen yang sebelumnya menjabat telah meninggal dunia. Namun demikian di posisi Desember 2020, Lembaga Jasa Keuangan yang menjadi anggota Konglomerasi sudah tidak memenuhi kriteria minimal aset yang wajib memiliki Komisaris Independen. Proses pengangkatan anggota komite telah sesuai dengan ketentuan yang berlaku. The majority of the organizational structure and members composition of the committee are complete and adequate. As for the Integrated Governance Committee, committee members from Independent Commissioners from Financial Services Institutions who is member of the Conglomeration is still vacant because the Independent Commissioners who previously served has passed away. However, as of December 2020, Financial Services Institutions that is a member of the Conglomeration has not met the minimum criteria for assets that must have an Independent Commissioner. The committee member appointment process has referred to the applicable regulations.
Ketersediaan Piagam Komite Committee Charter Availability	Seluruh komite telah memiliki piagam/charter sebagai panduan dalam pelaksanaan tugas dan tanggung jawab anggota komite. Piagam/charter telah dilakukan pengkinian menyesuaikan dengan kondisi terkini dan kebutuhan organisasi. All committees have a charter as guidelines in carrying out the duties and responsibilities of committee members. The charter has been updated according to the current conditions and the needs of the organization.
Pelaksanaan Rapat Komite Committee Meetings Implementation	Frekuensi rapat komite periode 2020 telah sesuai dengan ketentuan dan mengacu kepada jadwal rapat tahunan yang telah ditetapkan. The frequency of the 2020 Committee meetings is in accordance with the provisions and refers to the predetermined annual meeting schedule.
Dokumentasi Hasil Rekomendasi Komite Committee's Recommendations Results Documentation	Hasil rapat Komite telah dituangkan dalam risalah rapat dan telah didokumentasikan dengan baik, termasuk pengungkapan dissenting opinions (jika ada) secara jelas. The results of Committee meetings have been recorded in the minutes of meetings and properly documented, including the clear disclosure of dissenting opinions (if any).

Mekanisme Pengunduran Diri dan Pemberhentian Dewan Komisaris

Bank Muamalat Indonesia telah mengatur pengunduran diri dan pemberhentian Dewan Komisaris sebagai berikut:

1. Anggota Dewan Komisaris berhak mengundurkan diri dari jabatannya dengan memberitahukan secara tertulis kepada perusahaan dalam jangka waktu 90 (sembilan puluh) hari sebelum pengunduran diri dimaksud.
2. Perusahaan wajib menyelenggarakan RUPS untuk memutuskan permohonan diri anggota Dewan Komisaris tersebut dalam jangka waktu selambat-lambatnya 90 (sembilan puluh) hari setelah diterimanya surat permohonan pengunduran diri.
3. Perusahaan wajib melakukan keterbukaan informasi kepada masyarakat dan menyampaikan kepada Otoritas Jasa Keuangan paling lambat 2 (dua) hari kerja setelah:
   a. diterimanya permohonan pengunduran diri anggota Dewan Komisaris
   b. hasil penyelenggaraan RUPS
4. Pengunduran diri dan/atau pemberhentian anggota Dewan Komisaris wajib dilaporkan kepada Otoritas Jasa Keuangan paling lambat 10 (sepuluh) hari sejak pemberhentian dan/atau pengunduran diri efektif.

Mechanism of Resignation and Dismissal of the Board of Commissioners

Bank Muamalat Indonesia has arranged the resignation and dismissal of the Board of Commissioners as follows:

1. A member of the Board of Commissioners has the right to resign from his position by giving a written notification to the company within 90 (ninety) days prior to the resignation.
2. The company is obliged to hold a GMS to decide the application for the member of the Board of Commissioners not later than 90 (ninety) days after the receipt of the letter of resignation.
3. Companies are required to disclose information to the public and submit to the Financial Services Authority no later than 2 (two) working days after:
   a. receipt of the request for resignation of a member of the Board of Commissioners
   b. the results of the GMS
4. The resignation and/or dismissal of a member of the Board of Commissioners must be reported to the Financial Services Authority no later than 10 (ten) days after the discharge and/or resignation becomes effective.

5. Apabila seluruh anggota Dewan Komisaris diberhentikan dari jabatannya, mengundurkan diri dari jabatannya, atau oleh suatu sebab apa pun jabatan Anggota Dewan Komisaris lowong dan Bank tidak mempunyai seorang pun anggota Dewan Komisaris maka masa jabatan penggantinya atau masa jabatan seluruh penggantinya adalah sisa masa jabatan Anggota Dewan Komisaris yang digantikannya.

6. Apabila terdapat penambahan anggota Dewan Komisaris, maka masa jabatan anggota Dewan Komisaris tersebut akan berakhir bersamaan dengan masa jabatan anggota Dewan Komisaris lainnya yang telah ada.

5. If all members of the Board of Commissioners are dismissed from their positions, resign from their positions, or for whatever reason the positions of the Members of the Board of Commissioners are vacant and the Bank does not have a single member of the Board of Commissioners, then the term of office for those who replace them or the terms of office for all of their successors is the remaining term of office of the Members of the Board of Commissioners replaced.
6. If there are additional members of the Board of Commissioners, then the term of office of the members of the Board of Commissioners will end simultaneously with the terms of office of the other members of the Board of Commissioners.

KOMISARIS INDEPENDEN

Komisaris Independen merupakan anggota Dewan Komisaris yang tidak memiliki hubungan keuangan, kepengurusan, kepemilikan saham dan/atau hubungan keluarga dengan anggota Dewan Komisaris lainnya, Direksi dan/atau Pemegang Saham Pengendali atau hubungan dengan Bank, yang dapat mempengaruhi kemampuannya untuk bertindak independen untuk mewujudkan objektivitas, independen, *fairness*, serta dapat memberikan keseimbangan dan perlindungan bagi kepentingan para pemangku kepentingan.

Keberadaan Komisaris Independen bertujuan untuk mendorong terciptanya iklim dan lingkungan kerja yang lebih objektif dan dapat menempatkan kewajaran (*fairness*) serta kesetaraan di antara berbagai kepentingan, termasuk kepentingan pemegang saham minoritas dan pemangku kepentingan lainnya.

Kriteria Komisaris Independen

Komisaris Independen merupakan anggota Dewan Komisaris yang tidak memiliki hubungan keuangan, kepengurusan, kepemilikan saham dan/atau hubungan keluarga dengan anggota Dewan Komisaris lainnya, Direksi dan/atau pemegang saham pengendali atau hubungan dengan bank, yang dapat mempengaruhi kemampuannya untuk bertindak independen untuk mewujudkan objektivitas, independen, *fairness*, serta dapat memberikan keseimbangan dan perlindungan bagi kepentingan para *stakeholder*.

Keberadaan Komisaris Independen dimaksudkan untuk mendorong terciptanya iklim dan llingkungan kerja yang lebih objektif dan menempatkan kewajaran (fairness) dan kesetaraan di antara berbagai kepentingan termasuk kepentingan pemegang saham minoritas dan pemangku kepentingan lainnya.

INDEPENDENT COMMISSIONERS

An Independent Commissioner is a member of the Board of Commissioners who has no financial, management, share ownership and / or family relationship with other members of the Board of Commissioners, the Board of Directors and / or controlling shareholders or a relationship with the bank, which may affect their ability to act independently to achieve objectivity. independence, fairness, and can provide balance and protection for the interests of stakeholders.

The existence of an Independent Commissioner is intended to encourage a more objective climate and work environment and place fairness and equality among various interests including the interests of minority shareholders and other stakeholders.

Independent Commissioner Criteria

Independent Commissioner is a member of the Board of Commissioners who has no financial, management, share ownership and/or family relationship with other members of the Board of Commissioners, the Board of Directors and/or controlling shareholders or a relationship with the bank, which may affect their ability to act independently to achieve objectivity. independent, fairness, and can provide balance and protection for the interests of stakeholders.

The existence of an Independent Commissioner is intended to encourage a more objective climate and work environment and place fairness and equality among various interests including the interests of minority shareholders and other stakeholders.

Sementara itu, mengacu pada Peraturan Bank Indonesia No. 11/33/PBI/2009 tentang tentang Pelaksanaan *Good Corporate Governance* bagi Bank Umum Syariah dan Unit Usaha Syariah, Komisaris Independen adalah anggota Dewan Komisaris yang tidak memiliki:

1. Hubungan keuangan, kepengurusan, kepemilikan saham dan/atau hubungan keluarga dengan pemegang saham pengendali, anggota Dewan Komisaris dan/atau anggota Direksi; atau
2. Hubungan keuangan dan/atau hubungan kepemilikan saham dengan Bank, sehingga dapat mendukung kemampuannya untuk bertindak independen.

Selain Bank Indonesia, OJK juga mengatur mengenai Dewan Komisaris Independen. Berdasarkan Peraturan Otoritas Jasa Keuangan No. 33/POJK.04/2014 tentang Direksi dan Dewan Komisaris Emiten atau Perusahaan Publik, Dewan Komisaris Independen ialah anggota Dewan Komisaris yang berasal dari luar Emiten atau Perusahaan Publik dan memenuhi persyaratan sebagai Komisaris Independen sebagai berikut:

1. Bukan merupakan orang yang bekerja atau mempunyai wewenang dan tanggung jawab untuk merencanakan, memimpin, mengendalikan, atau mengawasi kegiatan Emiten atau Perusahaan Publik tersebut dalam waktu 6 (enam) bulan terakhir, kecuali untuk pengangkatan kembali sebagai Komisaris Independen Emiten atau Perusahaan Publik pada periode berikutnya;
2. Tidak mempunyai saham baik langsung maupun tidak langsung pada Emiten atau Perusahaan Publik tersebut;
3. Tidak mempunyai hubungan afiliasi dengan Emiten atau Perusahaan Publik, anggota Dewan Komisaris, anggota Direksi, atau pemegang saham utama Emiten atau Perusahaan Publik tersebut; dan
4. Tidak mempunyai hubungan usaha baik langsung maupun tidak langsung yang berkaitan dengan kegiatan usaha Emiten atau Perusahaan Publik tersebut.

Berdasarkan peraturan perundangan tersebut, Bank Muamalat Indonesia menyusun kriteria Dewan Komisaris Independen wajib memenuhi persyaratan Dewan Komisaris secara umum, persyaratan sebagaimana diatur dalam *Board Manual* Bank Muamalat Indonesia baik saat diangkat maupun selama menjabat sebagai Komisaris Independen, yaitu:

1. 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 untuk pengangkatan kembali sebagai Komisaris Independen Perseroan pada periode berikutnya;

Meanwhile, referring to Bank Indonesia Regulation No. 11/33/PBI/2009 concerning the Implementation of Good Corporate Governance for Sharia Commercial Banks and Sharia Business Units, Independent Commissioners are members of the Board of Commissioners who do not have:

1. Financial, management, share ownership and/or family relationships with controlling shareholders, members of the Board of Commissioners and/or members of the Board of Directors; or
2. Financial relationship and/or share ownership relationship with the Bank, so as to support its ability to act independently.

Apart from Bank Indonesia, OJK also regulates the Independent Board of Commissioners. Based on the Financial Services Authority Regulation No. 33/POJK.04/2014 concerning the Board of Directors and Board of Commissioners of Issuers or Public Companies, the Independent Board of Commissioners is a member of the Board of Commissioners who comes from outside the Issuer or Public Company and meets the following requirements as an Independent Commissioner:

1. Not a person who works or has the authority and responsibility to plan, lead, control, or supervise the activities of the Issuer or Public Company within the last 6 (six) months, except for re-appointment as Independent Commissioner of an Issuer or Public Company during the period. next;
2. Does not own shares, either directly or indirectly, in the Issuer or Public Company;
3. Has no affiliation with the Issuer or Public Company, members of the Board of Commissioners, members of the Board of Directors, or major shareholders of the Issuer or Public Company; and
4. Does not have a business relationship, directly or indirectly, related to the business activities of the Issuer or Public Company.

Based on these laws and regulations, Bank Muamalat Indonesia has compiled the criteria for an Independent Commissioner to meet the requirements of the Board of Commissioners in general, the requirements as stipulated in the Board Manual of Bank Muamalat Indonesia, both when appointed and while serving as Independent Commissioner, namely:

1. Not a person who works or has the authority and responsibility to plan, lead, control, or supervise the Company's activities within the last 6 (six) months, except for re-appointment as the Company's Independent Commissioner for the next period;

2. Tidak mempunyai saham baik langsung maupun tidak langsung pada Perseroan;
3. Tidak mempunyai hubungan Afiliasi dengan Perseroan, anggota Dewan Komisaris, anggota Direksi, atau pemegang saham utama Perseroan;
4. Tidak mempunyai hubungan usaha baik langsung maupun tidak langsung yang berkaitan dengan kegiatan usaha Perseroan; dan
5. Wajib menjalani masa tunggu (*cooling off*) paling kurang selama 6 (enam) bulan bagi calon anggota Komisaris Independen yang sebelumnya menjabat sebagai anggota Direksi Bank Muamalat kecuali jabatan sebelumnya sebagai Direksi Bank Muamalat yang melakukan fungsi pengawasan.

2. Does not own shares, either directly or indirectly, in the Company;
3. Has no affiliation with the Company, members of the Board of Commissioners, members of the Board of Directors, or major shareholders of the Company;
4. Does not have a business relationship, either directly or indirectly, related to the Company's business activities; and
5. Must undergo a waiting period (cooling off) of at least 6 (six) months for a candidate for an Independent Commissioner who previously served as a member of the Board of Directors of Bank Muamalat except for a previous position as a Director of Bank Muamalat which performs a supervisory function.

Pemenuhan Kriteria Independensi Komisaris Independen

The Fulfilment of Independency Criteria for Independent Commissioners

Kriteria	Komisaris Independen Independent Commissioners			Criteria
	Ilham A. Habibie	Iggi H. Achsien	Edy Setiadi	
Bukan merupakan orang yang bekerja atau mempunyai wewenang dan tanggung jawab untuk merencanakan, memimpin, mengendalikan, atau mengawasi kegiatan Emiten atau Perusahaan Publik tersebut dalam waktu 6 (enam) bulan terakhir, kecuali untuk pengangkatan kembali sebagai Komisaris Independen Emiten atau Perusahaan Publik pada periode berikutnya.	√	√	√	Not a person who works or has the authority and responsibility to plan, lead, control, or supervise the Issuer's activities or the Public Company within the last 6 (six) months, except for the re-appointment as Independent Commissioner of the Issuer or Public Company for the next period.
Tidak mempunyai saham baik langsung maupun tidak langsung pada Emiten atau Perusahaan Publik tersebut.	√	√	√	Do not own shares, either directly or indirectly, in the Issuer or Public Company.
Tidak mempunyai hubungan Afiliasi dengan Emiten atau Perusahaan Publik, anggota Dewan Komisaris, anggota Direksi, atau Pemegang Saham Utama Emiten atau Perusahaan Publik tersebut.	√	√	√	Has no affiliation with the Issuer or Public Company, members of the Board of Commissioners, members of the Board of Directors, or Major Shareholders of the Issuer or Public Company.
Tidak mempunyai hubungan usaha baik langsung maupun tidak langsung yang berkaitan dengan kegiatan usaha Emiten atau Perusahaan Publik tersebut.	√	√	√	Does not have a business relationship, directly or indirectly, related to the business activities of the Issuer or Public Company.

Jumlah Komisaris Independen

Mengacu pada POJK No. 33/POJK.04/2014 tentang jumlah anggota Dewan Komisaris Bank, Komisaris Independen diwajibkan memenuhi 30% dari jumlah keseluruhan Dewan Komisaris. Sebagaimana diketahui, komposisi anggota Dewan Komisaris Bank pada tahun 2020 berjumlah 5 (lima) orang di mana 3 (satu) atau setara dengan 60% di antaranya menjabat sebagai Komisaris Independen. Dengan demikian jumlah Komisaris Independen Bank telah memenuhi kriteria yang disyaratkan.

Number of Independent Commissioners

Referring to POJK No. 33/POJK.04/2014 regarding the number of members of the Board of Commissioners of the Bank, Independent Commissioners are required to meet 30% of the total number of Commissioners. As of now, the composition of the members of the Board of Commissioners of the Bank in 2020 is 5 (five) people, of which 3 (one) or the equivalent of 60% of them served as Independent Commissioners. Thus, the number of Independent Commissioners of the Bank has met the required criteria.

Pernyataan Independensi Komisaris Independen

Sebagai bentuk pernyataan independensi dan GCG, Komisaris Independen Bank telah membuat dan menyampaikan pernyataan independensi melalui Surat

Independence Statement of Independent Commissioners

As a form of statement of independence and GCG, the Independent Commissioner of the Bank has made and submitted a statement of independence

Pernyataan yang ditandatangani oleh masing-masing anggota Komisaris Independen mencakup hal-hal 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;
   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; dan
      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.
   e. memiliki komitmen untuk mematuhi peraturan perundang-undangan; dan
   f. memiliki pengetahuan dan/atau keahlian di bidang yang dibutuhkan Emiten atau Perusahaan Publik.

through a Statement Letter signed by each member of the Independent Commissioners which includes the following:

1. Has good character, morals and integrity;
2. Capable of performing legal actions;
3. Within 5 (five) years prior to the appointment and during the term of office:
   a. has 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 declare bankruptcy;
   c. never been convicted of committing a crime that caused losses to state finances and/or related to the financial sector;
   d. has never been a member of the Board of Directors and/or a member of the Board of Commissioners who during the term of office:
      i. did not hold an annual GMS;
      ii. their accountability as a member of the Board of Directors and/or a member of the Board of Commissioners was not accepted by the GMS or has never given accountability as a member of the Board of Directors and/or a member of the Board of Commissioners to the GMS; and
      iii. has never caused a company that obtained a license, approval, or registration from the Financial Services Authority to fail to fulfill its obligation to submit an annual report and/or financial report to the Financial Services Authority.
   e. has a commitment to comply with laws and regulations; and
   f. has the knowledge and/or expertise in the fields required by the Issuer or Public Company.

DIREKSI

Direksi merupakan organ Bank yang berwenang dan bertanggung jawab penuh atas pengelolaan Bank sesuai dengan kepentingan, maksud dan tujuan pendirian Bank. Direksi dapat mewakili Bank, baik di dalam maupun di luar pengadilan sesuai dengan ketentuan Anggaran Dasar.

Anggota Direksi wajib mencurahkan tenaga, pikiran, perhatian dan pengabdiannya secara penuh pada tugas, kewajiban dan target serta tujuan perusahaan. Anggota Direksi juga harus mematuhi Anggaran Dasar Perusahaan dan peraturan perundang-undangan serta wajib melaksanakan prinsip-prinsip profesionalisme, efisiensi, transparansi, kemandirian, akuntabilitas, pertanggungjawaban serta kewajaran.

BOARD OF DIRECTORS

The Board of Directors is an organ of the Bank which is authorized and fully responsible for the management of the Bank in accordance with the interests, goals and objectives of the establishment of the Bank. The Board of Directors can represent the Bank, both inside and outside the court in accordance with the provisions of the Articles of Association.

Members of the Board of Directors are obliged to devote their energy, thoughts, attention and full dedication to the duties, obligations, targets and objectives of the Bank. Members of the Board of Directors must also comply with the Bank's Articles of Association, laws and regulations and must implement the principles of professionalism, efficiency, transparency, independence, accountability, responsibility, and fairness.

Dasar Hukum

Dasar Hukum yang dijadikan acuan pengangkatan Direksi oleh Bank Muamalat Indonesia adalah sebagai berikut.

1. Undang Undang No. 40 tahun 2007 tentang Perseroan Terbatas
2. Undang Undang RI No. 21 tahun 2008 tentang Perbankan Syariah.
3. Peraturan Bank Indonesia No. 11/3/PBI/2009 tentang Bank Umum Syariah sebagaimana telah diubah dengan Peraturan Bank Indonesia No. 15/13/PBI/2013.
4. Peraturan Bank Indonesia No. 11/33/PBI/2009 tentang Pelaksanaan *Good Corporate Governance* bagi Bank Umum Syariah dan Unit Usaha Syariah.
5. Peraturan Bank Indonesia No. 14/6/PBI/2012 tanggal 18 Juni 2012 tentang Uji Kemampuan dan Kepatutan (*Fit and Proper Test*) Bank Syariah dan Unit Usaha Syariah.
6. Peraturan Otoritas Jasa Keuangan No. 33/POJK.04/2014 tentang Direksi dan Dewan Komisaris Emiten atau Perusahaan Publik.
7. Peraturan Otoritas Jasa Keuangan No. 27/POJK.03/2016 tentang Penilaian Kemampuan dan Kepatutan bagi Pihak Utama Lembaga Jasa Keuangan.
8. Peraturan Otoritas Jasa Keuangan No. 46/POJK.03/2017 tentang Pelaksanaan Fungsi Kepatuhan Bank Umum.
9. Anggaran Dasar Bank Muamalat Indonesia.

Legal Basis

The legal basis used as a reference for the appointment of Board of Directors by Bank Muamalat Indonesia is as follows.

1. Law No. 40 of 2007 concerning Limited Liability Companies
2. Law of the Republic of Indonesia No. 21 of 2008 concerning Islamic/Shariah Banking.
3. Bank Indonesia Regulation No. 11/3/PBI/2009 concerning Islamic/Shariah Commercial Banks as amended by Bank Indonesia Regulation No. 15/13/PBI/2013.
4. Bank Indonesia Regulation No. 11/33/PBI/2009 concerning the Implementation of Good Corporate Governance for Islamic Commercial Banks and Sharia Business Units.
5. Bank Indonesia Regulation No. 14/6/PBI/2012 dated June 18, 2012 concerning the Fit and Proper Test for Sharia Banks and Sharia Business Units.
6. Financial Services Authority Regulation No. 33/POJK.04/2014 concerning the Board of Directors and Board of Commissioners of Issuers or Public Companies.
7. Financial Services Authority Regulation No. 27/POJK.03/2016 concerning the Fit & Proper Test for Main Parties of Financial Services Institutions;
8. Financial Services Authority Regulation No. 46/POJK.03/2017 concerning Implementation of Compliance Function for Commercial Banks.
9. Articles of Association of Bank Muamalat Indonesia.

Tugas dan Tanggung Jawab

Bank Muamalat Indonesia mengatur tanggung jawab atas tugas dan fungsi Direksi yakni melakukan pengurusan dan pengelolaan Bank. Pembagian tugas Direksi ditentukan sesuai dengan peraturan perundang-undangan yang berlaku, Anggaran Dasar, keputusan RUPS atau keputusan rapat Direksi. Untuk itu, setiap anggota Direksi bertanggung jawab atas pelaksanaan tugasnya masing-masing.

Direksi juga memiliki tugas dan kewajiban secara spesifik yang berkaitan dengan strategi dan rencana kerja, pelaksanaan fungsi kepatuhan, penerapan manajemen risiko, sistem pengendalian internal, keterbukaan dan kerahasiaan informasi, hubungan dengan para pemangku kepentingan, sistem akuntansi dan pembukuan, pelaksanaan prinsip mengenal nasabah dan pemberantasan tindak pidana pencucian uang/transaksi keuangan yang mencurigakan. Adapun tugas dan kewajiban Direksi Bank Muamalat Indonesia adalah sebagai berikut:

Duties and Responsibilities

Bank Muamalat Indonesia arranges responsibilities for the duties and functions of the Board of Directors, namely managing and governing the Bank. The distribution of the duties of the Board of Directors is determined in accordance with the prevailing laws and regulations, the Articles of Association, resolutions of the GMS, or resolutions of the Board of Directors meetings. For this reason, each member of the Board of Directors is responsible for the implementation of their respective duties.

The Board of Directors also has specific duties and obligations relating to strategies and work plans, execution of the compliance function, implementation of risk management, internal control systems, disclosure and confidentiality of information, stakeholders relationships, accounting and bookkeeping systems, implementation of Know Your Customer (KYC) principles, and eradication of money laundering/Suspicious Financial Transactions. The duties and obligations of the Board of Directors of Bank Muamalat Indonesia are as follows:

1. Menyusun kode etik yang berlaku bagi seluruh anggota Direksi dan anggota Dewan Komisaris, karyawan/pegawai, serta pendukung organ yang dimiliki Bank Muamalat Indonesia dan menyosialisasikannya kepada seluruh karyawan/pegawai yang bekerja pada Bank Muamalat Indonesia serta memuatnya secara lengkap dalam situs web Bank Muamalat Indonesia.
2. Bertanggung jawab penuh atas pelaksanaan pengelolaan Bank berdasarkan prinsip kehati-hatian dan prinsip syariah.
3. Mengurus Bank sesuai dengan kewenangan dan tanggung jawabnya sebagaimana diatur dalam Anggaran Dasar Bank dan peraturan perundang-undangan yang berlaku.
4. Mengimplementasikan GCG dalam setiap kegiatan usaha Bank Muamalat Indonesia pada seluruh tingkatan atau jenjang organisasi.
5. Dalam rangka melaksanakan GCG, Direksi wajib memiliki fungsi paling kurang Audit Intern, Manajemen Risiko dan Komite Manajemen Risiko serta Kepatuhan.
6. Menjalankan tugas untuk kepentingan dan usaha Bank Muamalat Indonesia dengan itikad baik dan penuh tanggung jawab.
7. Patuh pada ketentuan peraturan perundang-undangan yang berlaku, Anggaran Dasar dan keputusan RUPS serta memastikan seluruh aktivitas Bank telah sesuai dengan ketentuan peraturan peraturan perundang-undangan yang berlaku, Anggaran Dasar dan keputusan RUPS.
8. Mematuhi tata urutan peraturan internal Bank.
9. Menjalankan pengurusan Bank Muamalat Indonesia untuk kepentingan dan tujuan Bank Muamalat Indonesia.
10. Menetapkan susunan organisasi Bank Muamalat Indonesia di tingkat pusat, wilayah maupun cabang lengkap dengan pelaksanaan tugasnya.
11. Bertindak selaku pimpinan dalam pengurusan Bank Muamalat Indonesia.
12. Direksi harus menyampaikan kebijakan Bank Muamalat Indonesia yang bersifat strategis di bidang kepegawaian kepada pegawai.
13. Memelihara dan mengurus kekayaan Bank Muamalat Indonesia.
14. Bertanggung jawab penuh dalam melaksanakan tugasnya untuk kepentingan Bank Muamalat Indonesia dalam mencapai maksud dan tujuannya.
15. Mewakili Bank Muamalat Indonesia baik di dalam maupun di luar pengadilan.
16. Melakukan segala tindakan dan perbuatan, baik mengenai pengurusan maupun pemilikan kekayaan Bank Muamalat Indonesia serta mengikat Bank

1. Develop a Code of Conduct that applies to all members of the Board of Directors and members of the Board of Commissioners, and employees, as well as supporting units owned by Bank Muamalat Indonesia, and disseminate it to all employees who work at Bank Muamalat Indonesia and post it completely on the Bank Muamalat Indonesia website.
2. Take full responsibility for the implementation of Bank management based on prudential and sharia principles.
3. Manage the Bank in accordance with the authorities and responsibilities as stipulated in the Articles of Association of the Bank and the prevailing laws and regulations.
4. Implement GCG in every business activity of Bank Muamalat Indonesia at all levels and ranks of the organization.
5. In order to implement GCG, the Board of Directors must have the functions of at least Internal Audit, Risk Management, and Compliance Committees.
6. Carry out duties for the interests and business of Bank Muamalat Indonesia in good faith and full responsiblity.
7. Comply with the prevailing laws and regulations, the Articles of Association and the resolutions of the GMS and ensure that all Bank activities are in accordance with the provisions of the prevailing laws and regulations, the Articles of Association and the resolutions of the GMS.
8. Comply with the Bank's internal regulations.
9. Carry out the management of Bank Muamalat Indonesia for the interests and objectives of Bank Muamalat Indonesia.
10. Determine the organizational structure of Bank Muamalat Indonesia at the central, regional, and branch levels, complete with the implementation of duties.
11. Act as a leader in the management of Bank Muamalat Indonesia.
12. The Board of Directors must convey Bank Muamalat Indonesia strategic employment policies to its employees.
13. Maintain and manage the assets of Bank Muamalat Indonesia.
14. Take full responsibility in carrying out duties for the benefit of Bank Muamalat Indonesia in achieving its goals and objectives.
15. Represent Bank Muamalat Indonesia both inside and outside of a court.
16. Carry out all actions and deeds, regarding both the management and ownership of Bank Muamalat Indonesia assets as well as binding Bank Muamalat

Muamalat Indonesia dengan pihak lain dan atau pihak lain dengan Bank Muamalat Indonesia, dengan pembatasan tertentu.

17. Anggota Direksi dilarang memberikan kuasa umum kepada pihak lain yang mengakibatkan pengalihan tugas dan fungsi Direksi.
18. Direksi wajib mempertanggungjawabkan pelaksanaan tugasnya kepada pemegang saham melalui Rapat Umum Pemegang Saham.
19. Direksi wajib membuat dan memelihara seluruh daftar pemegang saham, daftar khusus, risalah RUPS dan risalah rapat Direksi serta dokumen-dokumen keuangan dan dokumen Bank Muamalat Indonesia lainnya.
20. Anggota Direksi, baik sendiri-sendiri maupun secara bersama-sama dilarang memiliki saham lebih dari 25% dari modal disetor perusahaan lain.
21. Setiap anggota Direksi bertanggungjawab secara pribadi atas kerugian Bank Muamalat Indonesia apabila yang bersangkutan bersalah atau lalai menjalankan tugas.
22. Anggota Direksi wajib mengungkapkan kepemilikan saham yang mencapai 5% (lima persen) atau lebih baik pada Bank yang bersangkutan maupun pada bank dan perusahaan lain yang berkedudukan di dalam dan di luar negeri.
23. Direksi wajib menyediakan data dan informasi yang akurat, relevan dan tepat waktu kepada Dewan Komisaris dan Dewan Pengawas Syariah.
24. Setiap keputusan Direksi bersifat mengikat dan menjadi tanggung jawab seluruh anggota Direksi.

Hak dan Wewenang Direksi

Bank Muamalat Indonesia telah mengatur hak dan wewenang Direksi dengan mengacu pada peraturan perundangan-undangan yang berlaku serta Anggaran Dasar Perusahaan, yakni sebagai berikut:

1. Memutuskan kebijakan dalam pengurusan Bank, berikut penentuan struktur organisasi Bank.
2. Menolak mendaftarkan pemindahan hak atas saham dalam Daftar Pemegang Saham apabila pemindahan tersebut tidak memenuhi ketentuan dalam Anggaran Dasar Bank.
3. Menjadi wakil Bank di dalam dan di luar pengadilan.
4. Melakukan segala tindakan, baik mengenai pengurusan maupun mengenai pemilikan Bank.

Indonesia with other parties and / or other parties with Bank Muamalat Indonesia, with certain restrictions.

17. Members of the Board of Directors are prohibited from giving general power of attorney to other parties which results in the transfer of duties and functions of the Board of Directors.
18. The Board of Directors must be accountable for the implementation of its duties to shareholders through the General Meeting of Shareholders.
19. The Board of Directors is obliged to prepare and maintain the entire list of shareholders, special registration list, minutes of the GMS and minutes of meetings of the Board of Directors as well as financial documents and other Bank Muamalat Indonesia documents.
20. Members of the Board of Directors, individually or collectively, are prohibited from owning shares of more than 25% of the paid-up capital of other companies.
21. Each member of the Board of Directors is personally responsible for the loss of Bank Muamalat Indonesia if guilty or negligent in carrying out their duties.
22. Members of the Board of Directors are required to disclose share ownership that reaches 5% (five percent) or more in the Bank as well as in other banks and companies domiciled at home and abroad.
23. The Board of Directors must provide accurate, relevant and timely data and information to the Board of Commissioners and the Sharia Supervisory Board.
24. Every decision of the Board of Directors is binding and is the responsibility of all members of the Board of Directors.

Rights and Authorities of the Board of Directors

Bank Muamalat Indonesia has regulated the rights and authorities of the Board of Directors with reference to the applicable laws and regulations as well as the Company's Articles of Association, which are as follows:

1. Decide on policies in the management of the Bank, along with the determination of the Bank's organizational structure.
2. Refuse to register the transfer of rights over shares in the Shareholders Register if the transfer does not comply with the provisions in the Bank's Articles of Association.
3. Become a representative of the Bank inside and outside of a court.
4. Perform all actions, regarding both the management and ownership of the Bank.

5. Mengikat Bank dengan pihak lain dan pihak lain dengan Bank, dengan pembatasan-pembatasan yang sesuai dengan ketentuan yang ada.
6. Mengatur penyerahan kekuasaan Direksi untuk mewakili Bank di dalam dan di luar Pengadilan kepada seseorang atau beberapa orang Direktur yang khusus ditunjuk untuk itu atau kepada seseorang atau beberapa orang pegawai Bank baik sendiri-sendiri maupun bersama-sama atau kepada orang atau badan lain.
7. Mengatur ketentuan-ketentuan tentang kepegawaian Bank Muamalat Indonesia termasuk penetapan gaji, pensiun, jaminan hari tua dan penghasilan bagi karyawan Bank berdasarkan ketentuan yang berlaku.
8. Mengangkat, memberi penghargaan dan sanksi serta memberhentikan karyawan Bank Muamalat Indonesia berdasarkan peraturan kepegawaian Bank.
9. Memastikan kompetensi Sumber Daya Insani yang terkait.
10. Menghapus buku piutang macet yang selanjutnya dilaporkan dan dipertanggungjawabkan dalam Laporan Tahunan
11. Membeli sebagian atau seluruh agunan, baik melalui pelelangan maupun di luar pelelangan berdasarkan penyerahan secara sukarela oleh pemilik agunan atau berdasarkan kuasa untuk menjual di luar lelang dari pemilik agunan dalam hal debitur tidak memenuhi kewajibannya kepada Bank, dengan ketentuan agunan yang dibeli tersebut wajib dicairkan secepatnya, dengan memperhatikan peraturan perundangan yang berlaku.
12. Melakukan aktivitas di luar Bank yang tidak secara langsung berhubungan dengan kepentingan Perseroan seperti kegiatan mengajar, menjadi pengurus asosiasi bisnis dan sejenisnya diperkenankan sebatas menggunakan waktu yang wajar dan sepengetahuan Direktur Utama atau Direktur lainnya.
13. Jika diperlukan, mempergunakan saran profesional.
14. Menerima gaji berikut fasilitas dan tunjangan lainnya termasuk santunan purnajabatan yang jumlahnya ditetapkan oleh RUPS atau Dewan Komisaris berdasarkan pelimpahan wewenang dari RUPS.
15. Apabila Bank Muamalat Indonesia mencapai tingkat keuntungan, maka Direksi dapat menerima insentif sebagai imbalan atas prestasi kerjanya yang besarnya ditetapkan oleh RUPS.
16. Menggunakan sarana dan fasilitas Bank untuk kegiatan yang berhubungan dengan kepentingan Bank, sesuai dengan peraturan perundang-undangan dan kebijakan Bank.
17. Direksi berhak menerima fasilitas yang ditetapkan Bank.

5. Binding the Bank with other parties and other parties with the Bank, with restrictions in accordance with existing regulations.
6. Arrange the transfer of power of the Board of Directors to represent the Bank inside and outside of a court to a person or several Directors specifically appointed for that purpose or to a person or several Bank employees, either individually or collectively, or to other people or bodies.
7. Regulate the provisions concerning the employment of BMI including the determination of salary, retirement, pension plan and income for Bank Employees based on applicable regulations.
8. Appoint, reward, sanction, and dismiss BMI employees based on the Bank's staffing regulations.
9. Ensure the competence of related Human Resources.
10. Delete recorded bad debt which is then reported and accounted for in the Annual Report
11. Purchase part or all of the collateral, either through auction or non-auction means based on voluntary delivery by the collateral owner or based on the power to sell to non-auction means from the collateral owner in the event that the Debtor does not meet their obligations to the Bank, provided that the collateral purchased must be cashed as soon as possible, with due observance of the applicable laws and regulations.
12. Carrying out activities outside the Bank that are not directly related to the interests of the Company, such as teaching activities or being the management of a business association and the like, is allowed to use a reasonable amount of time with the knowledge of the President Director or other Directors.
13. If necessary, to use professional advice.
14. Receive salary along with other facilities and benefits, including post-service compensation, the amount of which is determined by the GMS or the Board of Commissioners based on the delegation of authority from the GMS.
15. If BMI reaches a targeted level of profit, the Board of Directors may receive incentives as compensation for their work performance the amount of which is determined by the GMS
16. Use the Bank's facilities and resources for activities related to the Bank's interests, in accordance with laws and regulations and Bank policies.
17. The Board of Directors is entitled to receive facilities determined by the Bank.

Kewenangan Direksi yang Harus Mendapatkan Persetujuan Dewan Komisaris

Dalam menjalankan perannya, Direksi memiliki beberapa kewenangan yang harus mendapatkan persetujuan Dewan Komisaris terlebih dahulu sebagai bagian dari fungsi pengawasan. Adapun kewenangan yang termasuk bagian dari hal tersebut ialah:

1. Meminjam atau meminjamkan uang atas nama Bank sejumlah uang yang melampaui kewenangan Direksi yang dari waktu ke waktu akan ditentukan secara tertulis oleh Dewan Komisaris.
2. Membeli, menjual, atau dengan cara lain melepaskan hak-hak atas harta tetap (tanah dan/atau bangunan) dan perusahaan-perusahaan atau memberati harta kekayaan Perseroan yang nilainya sama atau lebih besar dari nilai transaksi material sesuai dengan peraturan pasar modal yang berlaku.
3. Mengikat Bank sebagai penjamin/penanggung utang (*corporate guarantor*).
4. Mendirikan suatu badan usaha baru.
5. Mengalihkan, melepaskan hak atau menjadikan jaminan utang seluruh atau sebagian besar harta kekayaan Bank baik dalam 1 (satu) transaksi atau beberapa transaksi yang berdiri sendiri ataupun yang berkaitan satu sama lain yang terjadi dalam 1 (satu) tahun buku.
6. Membeli atau melepaskan saham Bank dalam perusahaan lain.
7. Mengambil tindakan-tindakan hukum atau transaksi yang bersifat strategis yang dapat mempengaruhi kelangsungan usaha Bank secara materiil sesuai dengan peraturan pasar modal yang berlaku, jenis tindakan hukum atau transaksi tersebut dari waktu ke waktu akan ditetapkan oleh Dewan Komisaris.

Pedoman Kerja/Piagam Direksi

Direksi Bank Muamalat Indonesia memiliki pedoman kerja yakni Board Manual Bank Muamalat No. CPL. KBJ.013.2016 yang ditujukan untuk memudahkan Dewan Komisaris dalam menjalankan tugas dan fungsinya. Adapun isi dari Piagam Dewan Komisaris mencakup:

1. Fungsi
2. Komposisi dan Persyaratan
3. Pengangkatan dan Masa Jabatan
4. Pengunduran Diri dan Pemberhentian
5. Program Orientasi dan Peningkatan Kapabilitas
6. Independensi (Kemandirian) Direksi
7. Etika Jabatan
8. Tugas dan Kewajiban Direksi
9. Hak dan Wewenang Direksi
10. Penetapan Kebijakan Pengurusan Perusahaan oleh Direksi
11. Pendelegasian Wewenang di antara Direktur Perusahaan

Authorities of the Board of Directors that Require Approval from the Board of Commissioners

In carrying out its role, the Board of Directors has several authorities which must obtain prior approval from the Board of Commissioners as part of its supervisory function. The authorities that are part of this are:

1. Borrowing or lending money on behalf of the Bank in an amount that exceeds the authority of the Board of Directors which from time to time will be determined in writing by the Board of Commissioners.
2. Buying, selling, or in other ways releasing rights over fixed assets (land and/or buildings) and companies or burdening the Bank's assets whose value is equal to or greater than the value of material transactions in accordance with applicable capital market regulations .
3. Binding the Bank as a corporate guarantor.
4. Establishing a new business entity.
5. Transferring, releasing rights or making debt collateral for all or a large part of the assets of the Bank either in 1 (one) transaction or several transactions that are independent or related to one another that occur within 1 (one) financial year.
6. Purchasing or releasing the Bank's shares in another company.
7. Taking legal actions or transactions that are strategic in nature that may materially affect the sustainability of the Bank's business in accordance with the applicable capital market regulations, the types of legal actions or transactions will from time to time be determined by the Board of Commissioners.

Board of Directors Work Guidelines/Charter

The Board of Directors of Bank Muamalat Indonesia has work guidelines, namely Bank Muamalat Board Manual No. CPL.KBJ.013.2016 which is intended to facilitate the Board of Commissioners in carrying out its duties and functions. The contents of the Charter of the Board of Commissioners include:

1. Functions
2. Composition and Requirements
3. Appointment and Term of Office
4. Resignation and Termination
5. Orientation and Capacity Improvement Program
6. Independence of the Board of Directors
7. Code of Ethics
8. Duties and Obligations of the Board of Directors
9. Rights and Authorities of the Board of Directors
10. Determination of Company Management Policies by the Board of Directors
11. Delegation of Authority among the Board of Directors

12. Pembagian Tugas Direksi
13. Rapat Direksi
14. Komite-Komite Direksi
15. Hubungan Kerja
16. Hubungan Dengan Profesi Pasar Modal dan
17. Penggunaan Saran Profesional.

Kriteria Direksi

Bank telah menetapkan kriteria Direksi Bank Muamalat Indonesia yang terbagi ke dalam tiga bagian yakni integritas, kompetensi dan reputasi keuangan. Uraian dari masing-masing kriteria tersebut dijelaskan dalam tabel berikut ini:

12. Distribution of Duties of the Board of Directors
13. Board of Directors Meetings
14. Committees of the Board of Directors
15. Employment Relations
16. Relationship with the Capital Market
17. Use of Professional Advice.

Criteria of the Board of Directors

The Bank has set the criteria for the Board of Directors of Bank Muamalat Indonesia, divided into three parts, namely integrity, competence, and financial reputation. The description of each of these criteria is described in the following table:

Integritas Integrity	1. Mempunyai akhlak dan moral yang baik 2. Cakap melakukan perbuatan hukum 3. Dalam 5 (lima) tahun sebelum pengangkatan dan selama menjabat, tidak pernah menjadi anggota Direksi dan/atau anggota Dewan Komisaris yang: a. pernah tidak menyelenggarakan RUPS tahunan; b. 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; dan c. 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; 4. Tidak pernah dihukum karena terbukti melakukan tindak pidana asal yang disebut dalam Undang-Undang No. 8 Tahun 2010 tentang Tindak Pidana Pencucian Uang, tindak pidana yang merugikan keuangan negara dan/atau yang berkaitan dengan sektor keuangan, dalam waktu 20 (dua puluh) tahun terakhir sebelum dicalonkan; 5. Memiliki komitmen untuk mematuhi peraturan perundang-undangan; 6. Memiliki komitmen terhadap pengembangan operasional Bank Syariah yang sehat; 7. Tidak pernah secara langsung maupun tidak langsung terlibat dalam perbuatan rekayasa dan praktik-praktik menyimpang, cedera janji serta perbuatan lain yang merugikan Perseroan di mana yang bersangkutan bekerja atau pernah bekerja; dan 8. Tidak tercantum dalam Daftar Tidak Lulus (DTL).	1. Have good character and morals 2. Capable of taking legal actions 3. In the 5 (five) years prior to appointment and during their tenure, was never a member of the Board of Directors and/or a member of the Board of Commissioners who/whose: a. has never not held an annual GMS; b. accountability as a member of the Board of Directors and/or a member of the Board of Commissioners was not accepted by the GMS or did not give accountability as a member of the Board of Directors and/or a member of the Board of Commissioners to the GMS; and c. has caused a company that needed to obtain a license, approval, or registration from the Financial Services Authority to fail to meet its obligation to submit an annual report and/or financial report to the Financial Services Authority; 4. Has never been convicted of committing predicate offenses referred to in Law Number 8 of 2010 concerning Money Laundering, a crime that has caused losses to state finances and/or related to the financial sector, within 20 (twenty) years prior to being nominated; 5. Have a commitment to comply with laws and regulations; 6. Have a commitment to the development of sound Sharia Bank operations; 7. Never been directly or indirectly involved in fabrication and deviant practices, defaults on and other actions that are detrimental to the Company where the person concerned works or has worked; and 8. Not listed in the Disqualified List (DTL).
Kompetensi Competence	1. Memiliki pengetahuan dan pemahaman di bidang operasional perbankan syariah yang cukup; 2. Memiliki pengalaman dan keahlian di bidang operasional perbankan, perbankan syariah, bidang keuangan atau keuangan syariah; 3. Memiliki kemampuan untuk melakukan pengelolaan strategis dalam rangka pengembangan Bank yang sehat dan tangguh; dan 4. Memiliki pengetahuan dan pemahaman dalam penerapan manajemen risiko.	1. Have sufficient knowledge and understanding in the field of Islamic/shariah banking operations; 2. Have experience and expertise in banking operations, sharia banking, sharia finance or finance; 3. Have the ability to carry out strategic management in order to develop a sound and resilient Bank; and 4. Have knowledge and understanding in the application of risk management.
Reputasi Keuangan Financial Reputation	1. Tidak memiliki kredit/pembiayaan macet;dan 2. Tidak pernah dinyatakan pailit atau menjadi anggota Direksi dan/atau Dewan Komisaris yang dinyatakan bersalah yang menyebabkan suatu perseroan dinyatakan pailit, dalam waktu 5 (lima) tahun terakhir sebelum dicalonkan.	1. Does not have bad credit/financing, and 2. Never been declared bankrupt or been a member of the Board of Directors and/or Board of Commissioners who was found guilty of causing a company declare bankruptcy, within the last 5 (five) years before being nominated.

Masa Jabatan Direksi

Sesuai Anggaran Dasar/RUPS dan Undang-Undang Perseroan Terbatas, Direksi diangkat untuk jangka waktu terhitung sejak tanggal RUPS pengangkatan dan berakhir pada penutupan RUPS tahunan yang ke-5 (lima) setelah tanggal pengangkatannya. Ketentuan tersebut tidak mengurangi hak RUPS untuk sewaktu-waktu memberhentikan sebelum masa jabatan berakhir dengan menyebutkan alasannya.

Pemberhentian anggota Direksi untuk sementara waktu juga dapat dilakukan oleh Dewan Komisaris berdasarkan keputusan Rapat Dewan Komisaris, tidak terbatas oleh waktu dengan menyebutkan alasannya. Jabatan Direktur dinyatakan berakhir, apabila anggota Direksi yang bersangkutan diberhentikan berdasarkan keputusan RUPS, mengundurkan diri, dan tidak lagi memenuhi persyaratan sebagai anggota Dewan Komisaris berdasarkan ketentuan Anggaran Dasar dan peraturan perundang-undangan yang berlaku. Kemudian meninggal dunia atau masa jabatannya berakhir.

Setelah masa jabatannya berakhir, anggota Direksi dapat diangkat kembali oleh RUPS, dengan ketentuan yakni masa jabatan Direktur Utama dibatasi hanya 2 (dua) kali masa jabatan sebagai Direktur Utama serta masa jabatan anggota Direksi (selain Direktur Utama) dibatasi maksimal 2 (dua) kali masa jabatan. Ketentuan tersebut tidak termasuk apabila yang bersangkutan diangkat menjadi Direktur Utama, maka masa jabatannya hanya 1 (satu) kali masa jabatan.

Komposisi dan Dasar Pengangkatan Direksi

Anggota Direksi diangkat oleh RUPS dengan memperhatikan rekomendasi Komite Nominasi dan Remunerasi. Direksi yang diangkat tersebut merupakan calon yang diajukan oleh pemegang saham dan/atau kuasanya yang mewakili sekurang-kurangnya 1/10 (satu per sepuluh) dari jumlah seluruh saham Bank yang ditempatkan dengan hak suara yang sah dan pencalonan tersebut mengikat bagi RUPS.

Individu yang dicalonkan sebagai calon Direktur akan menjalani proses penilaian kemampuan dan kepatutan (fit and proper test) yang dilaksanakan oleh OJK. Direksi dinyatakan efektif ketika sudah mendapat persetujuan atau dinyatakan lulus penilaian kemampuan dan kepatutan (PKK) oleh OJK.

Hingga berakhir tahun buku 2020, Bank memiliki enam direktur yang terdiri dari Direktur Utama, Direktur Keuangan, Direktur Kepatuhan, Direktur Bisnis Ritel, Direktur Operasi, dan Direktur Risiko. Jumlah ini telah memenuhi ketentuan peraturan perundang-undangan

Term of Office of the Board of Directors

In accordance with the Articles of Association/GMS and the Limited Liability Company Law, the Board of Directors is appointed for a period starting from the date of the appointment of the GMS and ending at the closing of the 5th (fifth) annual GMS after the date of appointment. This provision does not reduce the right of the GMS to dismiss at any time before the term of office ends by stating the reasons.

The temporary dismissal of a member of the Board of Directors can also be carried out by the Board of Commissioners based on the resolution of the Board of Commissioners Meeting, not limited by time, by stating the reasons. The position of Director is declared terminated if the relevant member of the Board of Directors is dismissed based on the resolution of the GMS, resigns, or no longer meets the requirements as a member of the Board of Directors based on the provisions of the Articles of Association and applicable laws and regulations.

After the term of office ends, members of the Board of Directors can be reappointed by the GMS, provided that the term of office of the President Director is limited to only 2 (two) terms of office as President Director and the term of office of members of the Board of Directors (other than the President Director) is limited to a maximum of 2 (two) terms. This provision does not include if the person concerned is appointed as the President Director, then the term of office is only 1 (one) term of office.

Composition and Basis for Appointment of Directors

Members of the Board of Directors are appointed by the GMS with due observance to the recommendations of the Nomination and Remuneration Committee. The appointed Director is a candidate nominated by shareholders and/or their proxies who represent at least 1/10 (one tenth) of the total issued shares of the Bank with valid voting rights and the nomination is binding for the GMS.

Individuals nominated as Director candidates will undergo a fit and proper test conducted by the FSA. The Board of Directors is declared effective when it has received approval or is declared to have passed the fit and proper test (PKK) by the FSA.

At the end of the 2020 financial year, the Bank has six directors consisting of the President Director, Finance Director, Compliance Director, Retail Business Director, Operations Director, and Risk Director. This number has met the provisions of the relevant laws and regulations

terkait yang mengatur bahwa jumlah anggota Direksi paling kurang 3 (tiga) orang dan dipimpin oleh Direktur Utama serta setiap anggota Direksi harus berdomisili di Indonesia.

Selain itu, Bank juga telah memenuhi aturan mengenai kewajiban Bank untuk memiliki 1 (satu) orang Direktur Kepatuhan yang diangkat oleh Rapat Umum Pemegang Saham. Direktur Utama berasal dari pihak yang independen terhadap pemegang saham pengendali. Seluruh anggota Direksi Bank Muamalat telah dinyatakan lulus penilaian kemampuan dan kepatutan (PKK) oleh OJK.

which stipulate that the number of members of the Board of Directors is at least 3 (three) people and is led by the President Director and each member of the Board of Directors must be domiciled in Indonesia.

In addition, the Bank has also complied with the regulations regarding the Bank's obligation to have 1 (one) Compliance Director appointed by the General Meeting of Shareholders. The President Director comes from a party that is independent of the controlling shareholder. All members of the Board of Directors of Bank Muamalat have passed the fit and proper test (PKK) by FSA.

Komposisi Direksi dan Dasar Pengangkatan

Composition of the Board of Directors and Basis of Appointment

Nama Name	**Jabatan** Position	**RUPS Pengangkatan** Appointment AGMS	**Persetujuan OJK** FSA Approval	**Tanggal Efektif** Effective Date	**Pengangkatan Kembali** Reappointing
Achmad K. Permana	Direktur Utama President Director	RUPSLB 20 September 2017 EGMS September 20, 2017	No. Kep-32/D.03/2018 tanggal 27 Februari 2018 No. Kep-32/D.03/2018 dated on February 27, 2018	27 Februari 2018 February 27, 2018	RUPS Tahunan 17 Mei 2019 AGMSMay 17, 2019
Hery Syafril	Direktur Keuangan Finance Director	RUPSLB 20 September 2015 EGMS September 20, 2015	No. Kep-9/D.03/2018 tanggal 21 Mar 2016 No. Kep-9/D.03/2018 dated on March 21, 2016	21 Maret 2016 March 21, 2016	RUPS Tahunan 17 Mei 2019 AGMSMay 17, 2019
Andri Donny	Direktur Kepatuhan Compliance Director	RUPS Tahunan 29 Juni 2016 AGMS June 29, 2016	No. Kep-24/D.03/2018 tanggal 29 Juni 2016 No. Kep-24/D.03/2018 dated on June 29, 2016	29 Juni 2016 June 29, 2016	RUPS Tahunan 17 Mei 2019 AGMSMay 17, 2019
Purnomo B. Soetadi	Direktur Bisnis Ritel Retail Banking Director	RUPSLB 20 September 2015 EGMS September 20, 2015	No. Kep-10/D.03/2018 tanggal 21 Maret 2016 No. Kep-10/D.03/2018 daetd on March 21, 2016	21 Maret 2016 March 21, 2016	RUPS Tahunan 17 Mei 2019 AGMSMay 17, 2019
Awaldi	Direktur Operasi Operation Director	RUPSLB 23 Mei 2016 EGMS May 23, 2016	No. Kep-32/D.03/2018 tanggal 24 Maret 2017 No. Kep-32/D.03/2018 dated on March 24, 2017	24 Maret 2017 March 24, 2017	RUPS Tahunan 17 Mei 2019 AGMSMay 17, 2019
Avianto Istihardjo	Direktur Risiko Risk Director	RUPS Tahunan 17 Mei 2019 AGMS May 17, 2019	No. Kep-9/D.03/2020 tanggal 13 Jan 2020 No. Kep-9/D.03/2020 dated on January 13, 2020	13 Januari 2020 January 13, 2020	-

Pembagian Tugas dan Tanggung Jawab Masing-masing Direksi

Bank Muamalat Indonesia mengatur pembagian tugas dan wewenang pengurus di antara anggota Direksi dalam batas yang ditentukan dalam peraturan perundang-undangan yang berlaku, Anggaran Dasar, Keputusan RUPS atau Keputusan rapat Direksi. Direksi Bank dapat melakukan pembagian tugas dan wewenang atau job description di antara anggota Direksi yang ditetapkan berdasarkan keputusan RUPS. Apabila RUPS tidak menetapkan, maka penetapan dapat berdasarkan

Division of Duties and Responsibilities of Each Member of the Board of Directors

Bank Muamalat Indonesia regulates the division of duties and the authority of the management among the members of the Board of Directors within the limits specified in the prevailing laws and regulations, Articles of Association, GMS resolutions, or Board of Directors meeting decisions. The Board of Directors of the Bank may divide duties and powers or job descriptions among members of the Board of Directors which are determined based on the resolution of the GMS. If the GMS does

keputusan rapat Direksi. Pada tahun 2020, pembagian tugas dan wewenang masing-masing anggota Direksi tidak melalui RUPS. Berikut rinciannya.

not stipulate, the determination can be based on the decisions of the Board of Directors meetings. In 2020, the division of duties and authorities of each member of the Board of Directors did not go through the GMS. Here are the details.

Tugas dan Tanggung Jawab Masing-masing Direksi

Duties and Responsibilities of Each Member of Board of Directors

Nama Name	**Jabatan** Position	**Tugas dan Tanggung Jawab**	Duties and Responsibilities
Achmad K. Permana	Direktur Utama President Director	• Merencanakan, mengembangkan dan menetapkan kebijakan umum perusahaan berdasarkan prinsip kehematan, efektif, dan efisien, sesuai dengan visi, misi dan tujuan perusahaan. • Mengarahkan, mengembangkan dan menetapkan strategi pengelolaan perusahaan secara menyeluruh. • Mengkoordinasikan kegiatan dan pelaksanaan tugas seluruh Direktur. • Menyiapkan *corporate plan* dan *business plan*. • Menetapkan kebijakan umum terkait Internal Audit dan memperhatikan dan segera mengambil langkah-langkah yang diperlukan atas segala sesuatu yang dikemukakan dalam setiap laporan hasil pemeriksaan yang dibuat oleh IAD. • Memimpin kegiatan yang bersifat strategis dalam pengembangan perusahaan.	• Planning, developing and establishing general company policies based on prudential, effectiveness and efficiency principles in accordance with the Bank's vision, mission and objectives. • Directing, developing and determining the overall corporate management strategy. • Coordinating the activities and implementation of duties of all Directors. • Preparing a corporate plan and business plan. • Establishing general policies related to Internal Audit and carefully considering and immediately taking the necessary steps on everything that is stated in every audit report prepared by the IAD. • Leading strategic activities towards the Bank's development.
Hery Syafril	Direktur Keuangan Finance Director	• Mengarahkan, mengevaluasi dan mengkoordinir perumusan kebijakan finansial perusahaan yang berorientasi pada optimalisasi pendapatan maupun efisiensi biaya. • Memastikan penerapan kebijakan akuntansi (PSAK), perpajakan dan kebijakan pengelolaan finansial perusahaan sesuai dengan ketentuan yang berlaku. • Mengelola dan mengawasi pengukuran kinerja perusahaan secara menyeluruh. • Memastikan dan mengawasi pelaksanaan dan penerbitan laporan keuangan perusahaan. • Mengarahkan dan mengevaluasi pelaksanaan *business intelligence* dan pengurusan *data warehouse* yang efektif guna mendapatkan informasi yang akurat dalam penentuan strategi bisnis perusahaan. • Mengkoordinasikan, mengawasi dan memberikan persetujuan atas aktivitas unit kerja di bawah direktorat finance agar sesuai dengan ketentuan dan/atau target kerja yang telah ditetapkan. • Bertanggung jawab penuh atas pelaksanaan pengelolaan Bank Muamalat Indonesia berdasarkan prinsip kehati-hatian dan prinsip syariah. • Melaksanakan GCG dalam setiap kegiatan usaha BMI pada seluruh tingkatan atau jenjang organisasi.	• Directing, evaluating and coordinating the formulation of corporate financial policies that are focused towards revenue optimization and cost efficiency. • Ensuring the implementation of accounting policies (PSAK), taxation and corporate financial management policies in accordance with applicable regulations. • Managing and supervising the Bank's overall performance measurement. • Ensuring and supervising the implementation and issuance of corporate financial reports. • Directing and evaluating the implementation of business intelligence and effective data warehouse management in order to obtain accurate information in determining the company's business strategy. • Coordinating, supervising and providing approval for work unit activities under the finance directorate to comply with the stipulated regulations and/or work targets. • Taking full responsibility for the implementation of BMI management based on prudential principles and Sharia Principles. • Implementing GCG in every BMI business activity at all levels or ranks of the organization.

Nama Name	**Jabatan** Position	**Tugas dan Tanggung Jawab**	Duties and Responsibilities
Andri Donny	Direktur Kepatuhan Compliance Director	• Menetapkan langkah-langkah yang diperlukan untuk memastikan perusahaan telah memenuhi seluruh peraturan Bank Indonesia, Otoritas Jasa Keuangan dan peraturan perundang-undangan lain yang berlaku dalam rangka pelaksanaan prinsip kehati-hatian. Merumuskan strategi guna mendorong terciptanya budaya kepatuhan. • Merumuskan strategi guna mendorong terciptanya budaya kepatuhan. • Memastikan bahwa seluruh kebijakan, ketentuan, sistem, dan prosedur, serta kegiatan usaha yang dilakukan Bank Muamalat Indonesia telah sesuai dengan ketentuan Bank Indonesia, Otoritas Jasa Keuangan dan peraturan perundang-undangan yang berlaku, termasuk prinsip syariah bagi Bank Umum Syariah. • Melakukan tindakan pencegahan agar kebijakan dan/atau keputusan yang diambil Direksi BMI tidak menyimpang dari ketentuan Bank Indonesia, Otoritas Jasa Keuangan dan peraturan perundang-undangan yang berlaku. • Memantau dan menjaga kepatuhan Bank Muamalat Indonesia terhadap komitmen yang dibuat oleh Bank Muamalat Indonesia kepada Otoritas Jasa Keuangan maupun otoritas pengawas lainnya yang berwenang. • Meminimalkan risiko kepatuhan bank.	• Determining the necessary steps to ensure that the Bank has complied with all regulations of Bank Indonesia, the Financial Services Authority and other prevailing laws and regulations in the context of implementing the precautionary principle. Formulate strategies to encourage the creation of a culture of compliance. • Formulating strategies to promote a culture of compliance. • Ensuring that all policies, regulations, systems and procedures as well as business activities carried out by BMI are in accordance with Bank Indonesia, the Financial Services Authority and the prevailing laws and regulations, including sharia principles for Islamic Commercial Banks. • Taking preventive measures so that the policies and/or decisions taken by BMI Directors do not deviate from the regulations of Bank Indonesia, the Financial Services Authority and the prevailing laws and regulations. • Monitoring and maintaining BMI compliance with commitments made by BMI to the Financial Services Authority and other competent supervisory authorities. • Minimizing bank compliance risks.
Purnomo B. Soetadi	Direktur Bisnis Ritel Retail Banking Director	• Mengkoordinir perumusan strategi bisnis pada segmen retail banking sebagai dasar dalam pelaksanaan semua aktivitas bisnis retail banking di Bank Muamalat Indonesia guna tercapainya pertumbuhan bisnis Bank Muamalat Indonesia yang signifikan. • Mengkoordinir dalam pengembangan dan inovasi produk pada segmen retail banking guna menjawab kebutuhan nasabah dan dinamika perkembangan ekonomi. • Memastikan target pertumbuhan bisnis pada segmen retail banking sesuai dengan target yang ditentukan, dan bekerja sama dengan direktorat terkait guna menjaga dari kualitas portofolio bisnis dengan mempertimbangkan risiko dan ketentuan regulator. • Sebagai anggota "*Board of Directors*" bersama-sama menjaga pengelolaan Bank Muamalat Indonesia berdasarkan prinsip kehati-hatian dan prinsip Syariah. • Sebagai anggota "*Board of Directors*" bersama-sama menjaga implementasi GCG dalam setiap kegiatan usaha BMI pada seluruh tingkatan atau jenjang organisasi.	• Coordinating the formulation of business strategies in the retail banking segment as the basis for the implementation of all retail banking business activities at BMI in order to achieve significant BMI business growth. • Coordinating in the development and innovation of products in the retail banking segment to address customer needs and the dynamics of economic development. • Ensuring business growth targets in the retail banking segment are in accordance with the determined targets, and work closely with related directorates to maintain the quality of the business portfolio by taking into account risks and regulatory requirements. • As a member of the "Board of Directors", they jointly maintain the management of BMI based on prudential principles and Sharia principles. • As a member of the "Board of Directors" together to maintain the implementation of GCG in every BMI business activity at all levels or ranks of the organization.

Nama Name	**Jabatan** Position	**Tugas dan Tanggung Jawab**	Duties and Responsibilities
Awaldi	Direktur Operasi Operation Director	• Mengkoordinir perumusan *Standard Operational Procedure* (SOP) sebagai dasar dalam semua aktivitas operasional perbankan di Bank Muamalat Indonesia. • Memberlakukan langkah-langkah yang dapat mengurangi dan menanggulangi berbagai jenis risiko operasional yang dapat dihadapi oleh Bank Muamalat Indonesia dengan berkoordinasi dengan Direksi lainnya. • Memastikan agar seluruh operasional perbankan di Bank Muamalat Indonesia mematuhi *policy* dan SOP yang berlaku baik internal maupun eksternal. • Membangun, mengembangkan dan mengawasi aktivitas operasional perbankan Bank Muamalat Indonesia menjadi lebih efisien dengan mempertimbangkan *cost efficiency* guna mencapai hasil bisnis yang optimal dari pelaksanaan seluruh aktivitas bisnis perusahaan. • Mengelola dan mengawasi penggunaan aset perusahaan secara baik dan tepat untuk kegiatan bisnis, dengan melakukan koordinasi erat dengan para pimpinan unit usaha. • Memastikan dan mengawasi kualitas standar pelayanan terhadap nasabah sesuai dengan ketentuan yang berlaku di semua unit bisnis pelayanan nasabah, guna tercipta tingkat kepuasan nasabah yang baik. • Bertanggung jawab penuh atas pelaksanaan pengelolaan Bank Muamalat Indonesia berdasarkan prinsip kehati-hatian dan prinsip Syariah. • Melaksanakan GCG dalam setiap kegiatan usaha BMI pada seluruh tingkatan atau jenjang organisasi.	• Coordinating the formulation of Standard Operational Procedures (SOP) as the basis for all banking operational activities at BMI. • Implementing steps that can reduce and mitigate various types of operational risks that can be encountered by BMIs in coordination with other Directors. • Ensuring that all banking operations at BMI comply with the prevailing internal and external policies and standard operating procedures (SOPs). • Building, developing and supervising BMI's banking operations to become more efficient by considering cost efficiency in o rder to achieve optimal business results from the implementation of the Bank's business activities. • Managing and supervising the proper use of the Bank's assets for business activities, by closely coordinating with business unit leaders. • Ensuring and supervising the quality of service standards to customers in accordance with applicable regulations in all customer service business units, in order to create a good level of customer satisfaction. • Taking full responsibility for the implementation of BMI management based on prudent and Sharia Principles. • Implementing GCG in every BMI business activity at all levels or ranks of the organization.
Avianto Istihardjo	Direktur Risiko Risk Director	• Mengkoordinir perumusan *framework* risiko yang terintegrasi di BMI. • Memastikan bahwa konsep risiko terintegrasi kedalam perencanaan strategis Bank. • Mengelola dan mengawasi pengukuran risiko Bank dilakukan secara menyeluruh. • Membangun dan mengembangkan budaya risiko di Bank Muamalat Indonesia. • Memberlakukan langkah-langkah yang dapat mengurangi dan menanggulangi berbagai jenis risiko yang dapat dihadapi oleh Bank Muamalat Indonesia dengan berkoordinasi dengan Direksi lainnya. • Membangun, mengembangkan dan mengawasi aktivitas mitigasi risiko perbankan Bank Muamalat Indonesia menjadi lebih efisien dengan mempertimbangkan *cost efficiency* guna mencapai hasil bisnis yang optimal dari pelaksanaan seluruh aktivitas bisnis perusahaan. • Bertanggung jawab penuh atas pelaksanaan pengelolaan Bank Muamalat Indonesia berdasarkan prinsip kehati-hatian dan prinsip Syariah. • Melaksanakan GCG dalam setiap kegiatan usaha Bank Muamalat Indonesia pada seluruh tingkatan atau jenjang organisasi.	• Coordinating the formulation of an integrated risk framework at BMI. • Ensuring that the risk concept is integrated into the Bank's strategic planning. • Managing and supervising the Bank's risk measurement in a comprehensive manner. • Building and developing a risk culture in BMIs. • Implementing measures that can reduce and mitigate various types of risks that can be encountered by BMIs in coordination with other Directors. • Building, developing and supervising BMI's banking risk mitigation activities to become more efficient by considering cost efficiency in order to achieve optimal business results from the implementation of all of the company's business activities. • Taking full responsibility for the implementation of BMI management based on prudent and Sharia Principles. • Implementing GCG in every BMI business activity at all levels or ranks of the organization.

Kepemilikan Saham Direksi

Peraturan Bank Indonesia No. 11/3/PBI/2009 tentang Bank Umum Syariah Pasal 29 ayat 3 menyebutkan bahwa anggota Direksi, baik secara sendiri-sendiri atau bersama-sama dilarang memiliki saham melebihi 25% dari modal disetor pada perusahaan lain. Direksi Bank Muamalat Indonesia telah memenuhi aturan tersebut.

Board of Directors Share Ownership

Bank Indonesia Regulation No. 11/3/PBI/2009 concerning Sharia Commercial Banks Article 29 paragraph 3 states that members of the Board of Directors, individually or collectively, are prohibited from owning shares exceeding 25% of the paid-up capital in other companies. The Board of Directors of Bank Muamalat Indonesia has complied with these regulations.

Rincian Kepemilikan Saham Direksi hingga 31 Desember 2020

Details of Board of Directors Share Ownership Until 31 December 2020

Nama Name	**Jabatan** Position	**Kepemilikan Saham (Lembar Saham)** Share Ownership (Number of Shares)			
		Bank Muamalat Indonesia	**Bank Lain**	**LJK Non Bank**	**Bank Lain**
Achmad K. Permana	Direktur Utama President Director	-	-	-	-
Hery Syafril	Direktur Keuangan Finance Director	-	-	-	-
Andri Donny	Direktur Kepatuhan Compliance Director	Seri A: 14.545 Lembar/Shares Seri B: 870 Lembar/Shares	-	-	-
Purnomo B. Soetadi	Direktur Bisnis Ritel Retail Banking Director	-	-	-	-
Awaldi	Direktur Operasi Operation Director	-	-	-	-
Avianto Istihardjo	Direktur Risiko Risk Director	-	-	-	-

Rangkap Jabatan Direksi

Peraturan Bank Indonesia No. 11/3/PBI/2009 tentang Bank Umum Syariah pasal 29 ayat 1 telah mengatur mengenai rangkap jabatan Anggota Direksi. Sesuai dengan dasar hukum tersebut, anggota Direksi dilarang merangkap jabatan sebagai anggota Dewan Komisaris, anggota Direksi, atau Pejabat Eksekutif pada bank, perusahaan dan/atau lembaga lain. Larangan tersebut dikecualikan apabila:

1. Direksi yang bertanggung jawab terhadap pengawasan atas penyertaan pada perusahaan anak Bank, menjalankan tugas fungsional menjadi anggota Dewan Komisaris pada perusahaan anak bukan bank yang dikendalikan oleh Bank; dan/atau
2. Direksi menduduki jabatan pada 2 (dua) lembaga nirlaba.

Concurrent Positions of Directors

Bank Indonesia Regulation No. 11/3/PBI/2009 Concerning Sharia Commercial Banks Article 29 paragraph 1 has regulated concurrent positions for members of the Board of Directors. In accordance with the legal basis, members of the Board of Directors are prohibited from holding concurrent positions as members of the Board of Commissioners, members of the Board of Directors, or Executive Officers at other banks, companies and/or institutions. The prohibition is waived if:

1. The member of the Board of Directors who is responsible for the supervision of the Bank's subsidiary companies, performs functional duties as a member of the Board of Commissioners in a non-bank subsidiary controlled by the Bank; and/or
2. Directors hold positions at 2 (two) non-profit institutions.

Rangkap Jabatan Direksi Hingga 31 Desember 2020

Concurrent Positions of Directors Until 31 December 2020

Nama Name	Jabatan Position	Jabatan pada Perusahaan Lain Position at Other Companies	Nama Perusahaan Name of Companies
Achmad K. Permana	Direktur Utama President Director	-	-
Hery Syafril	Direktur Keuangan Finance Director	-	-
Andri Donny	Direktur Kepatuhan Compliance Director	-	-
Purnomo B. Soetadi	Direktur Bisnis Ritel Retail Banking Director	-	-
Awaldi	Direktur Operasi Operation Director	-	-
Avianto Istihardjo	Direktur Risiko Risk Director	-	-

Pengelolaan Benturan Kepentingan Direksi

Apabila terjadi benturan kepentingan, anggota Direksi dilarang mengambil tindakan yang dapat mengurangi aset atau mengurangi keuntungan bank umum syariah dan wajib mengungkapkan benturan kepentingan dalam setiap keputusan. Hal tersebut sesuai dengan pasal 61 Peraturan Bank Indonesia No. 11/33/PBI/2009 tentang Pelaksanaan *Good Corporate Governance* bagi Bank Umum Syariah dan Unit Usaha Syariah.

Dengan demikian, Direksi harus selalu:

1. Mengutamakan kepentingan Bank dan tidak mengurangi keuangan Bank dalam hal terjadi benturan kepentingan.
2. Menghindari diri dari pengambilan keputusan dalam situasi dan kondisi adanya benturan kepentingan.
3. Melakukan pengungkapan hubungan kekeluargaan, hubungan keuangan, hubungan kepengurusan, hubungan kepemilikan dengan Anggota Komisaris lain dan/atau anggota Direksi dan/atau pemegang saham pengendali Bank dan/atau pihak lainnya dalam rangka bisnis Bank.
4. Melakukan pengungkapan dalam hal pengambilan keputusan tetap harus diambil pada kondisi adanya benturan kepentingan.

Program Pengenalan Perusahaan bagi Direksi Baru

Bank Muamalat Indonesia memiliki program pengenalan perusahaan bagi Direksi Baru mengingat latar belakang anggota Direksi yang berasal dari berbagai pihak. Selain itu, antaranggota Direksi juga belum saling mengenal dan/atau belum pernah bekerja dalam satu tim sebelumnya sehingga program orientasi sangat penting untuk dilaksanakan untuk menciptakan suatu tim kerja yang solid.

Management of Conflict of Interest for the Board of Directors

In the event of a conflict of interest, members of the Board of Directors are prohibited from taking any action that can reduce assets or reduce profits for Islamic commercial banks and must disclose the conflict of interest in every decision. This is in accordance with Article 61 of Bank Indonesia Regulation No. 11/33/PBI/2009 concerning the Implementation of Good Corporate Governance for Islamic Commercial Banks and Sharia Business Units.

Therefore, the Board of Directors must always:

1. Prioritize the interests of the Bank and not reduce the Bank's finances in the event of a conflict of interest.
2. Refrain from making decisions in situations and conditions of conflict of interest.
3. Disclose family relationships, financial relationships, management relationships, ownership relationships with other Commissioners and/or members of the Board of Directors and/or controlling shareholders of the Bank and/or other parties in the framework of the Bank's business.
4. Making disclosures in terms of decision making must still be made in a condition where there is a conflict of interest.

Bank's Introduction Program for New Directors

Bank Muamalat Indonesia has an induction program for newly-appointed Directors considering the various backgrounds of members of the Board of Directors. In addition, members of the Board of Directors also do not know each other and/or have never worked in a team before, so the orientation program is important in creating a solid working team.

Sepanjang tahun 2020, Bank tidak melaksanakan program orientasi/pengenalan dikarenakan tidak terdapat perubahan struktur keanggotaan Direksi baru. Adapun prosedur Program Orientasi Bank Muamalat mencakup hal-hal sebagai berikut:

1. Program orientasi mengenai Bank wajib diberikan kepada Anggota Direksi yang baru pertama kali menjabat di Bank.
2. Tanggung jawab pelaksanaan Program orientasi ada pada Direktur Utama. Jika Direksi Utama berhalangan maka tanggung jawab pelaksanaan program orientasi berada pada Komisaris Utama atau Direktur yang ada.
3. Materi yang diberikan pada Program orientasi meliputi hal-hal sebagai berikut:
   a. Keterangan mengenai tugas dan tanggung jawab Dewan Komisaris dan Direksi berdasarkan hukum.
   b. Penjelasan mengenai produk-produk jasa perbankan Bank.
   c. Pelaksanaan prinsip-prinsip *Good Corporate Governance* oleh Bank.
   d. Gambaran mengenai Bank berkaitan dengan tujuan, sifat, lingkup kegiatan, kinerja keuangan dan operasi, strategi, rencana usaha jangka pendek dan jangka panjang, posisi kompetitif, risiko dan berbagai masalah strategis lainnya.
   e. Penjelasan yang berkaitan dengan kewenangan yang didelegasikan, audit internal dan eksternal, sistem dan kebijakan pengendalian internal
   f. Penjelasan mengenai kewajiban, tugas, tanggung jawab dan hak-hak Dewan Pengawas Syariah, Dewan Komisaris dan Direksi.
   g. *Team building* yang menyertakan seluruh anggota Direksi, baik yang baru menjabat maupun yang pernah menjabat sebelumnya
4. Program orientasi yang diberikan dapat berupa presentasi, pertemuan atau kunjungan ke fasilitas Bank, perkenalan dengan para karyawan senior dan para karyawan Bank serta program lainnya.

Sertifikasi Manajemen Risiko

Pejabat yang memiliki kompetensi dan keahlian di bidang manajemen risiko merupakan sebuah kebutuhan dalam bisnis bank seiring dengan semakin kompleksnya kegiatan usaha perbankan sehingga potensi risiko yang dihadapi juga semakin besar.

Hal itu juga sesuai dengan Peraturan Bank Indonesia No. 11/19/PBI/2009 tentang Sertifikasi Manajemen Risiko bagi Pengurus dan Pejabat Bank Umum. Dewan Komisaris dan Direksi wajib memiliki Sertifikat Manajemen Risiko yang diterbitkan oleh Lembaga Sertifikasi Profesi.

Throughout 2020, the Bank did not carry out an orientation/introduction program because there was no change in the membership structure of the new Board of Directors. The Bank Muamalat Orientation Program procedure includes the following:

1. An orientation program regarding Banks must be provided to Members of the Board of Directors who are serving for the first time at the Bank.
2. Responsibility for implementing the orientation program rests with the President Director. If the President Director is absent, the responsibility for implementing the orientation program rests with the President Commissioner or the existing Director.
3. The material given in the orientation program includes the following:
   a. Description of the duties and responsibilities of the Board of Commissioners and the Board of Directors based on the law.
   b. Explanation of the Bank's banking service products.
   c. Implementation of the principles of Good Corporate Governance by the Bank.
   d. An overview of the Bank in relation to its objectives, nature, scope of activities, financial and operational performance, strategy, short and long term business plans, competitive market share, risks and various other strategic issues.
   e. Explanation relating to delegated authority, internal and external audits, internal control systems and policies
   f. A description of the obligations, duties, responsibilities and rights of the Sharia Supervisory Board, Board of Commissioners and Board of Directors.
   g. Team building that includes all members of the Board of Directors, both new and former
4. The orientation program provided may take the form of presentations, meetings or visits to Bank facilities, introductions to senior employees and Bank employees and other programs.

Risk Management Certification

Bank Officers who have competence and expertise in risk management are an essential necessity in the banking business in line with increasingly complex banking business activities where the potential risks are also increasing.

This is also in accordance with Bank Indonesia Regulation No. 11/19/PBI/2009 concerning Risk Management Certification for Managers and Officers of Commercial Banks. The Board of Commissioners and the Board of Directors are required to have a Risk Management Certificate issued by a Professional Certification Agency.

Ketentuan Sertifikasi Manajemen Risiko / **Risk Management Certification Requirements**

Jabatan	Level	Masa Berlaku Validity Period	Position
Komisaris	1	4 tahun/year	Commissioner
Komisaris Independen	2	4 tahun/year	Independent Commissioner
Direktur Utama dan Direktur dengan aset di atas Rp10 triliun	5	2 tahun/year	President Director and Directors with assets of above Rp10 trillion

Apabila masa berlaku sertifikasi tersebut telah habis, maka wajib dilakukan program pemeliharaan (refreshment) secara berkala minimal 1 (satu) kali dalam 4 (empat) tahun untuk tingkat 1 dan 2, atau 1 (satu) kali dalam 2 (dua) tahun untuk tingkat 3, 4 dan 5.

If the validity period of the certification has expired, then it is mandatory to conduct a refreshment program periodically at least 1 (one) time in 4 (four) years for levels 1 and 2, or 1 (one) time in 2 (two) years for levels 3, 4 and 5.

Sertifikasi Manajemen Risiko Direksi / **Board of Directors' Risk Management Certification**

Nama Name	Jabatan Position	Level Sertifikasi Certification Level	Bidang Field	Lembaga yang Mengeluarkan Sertifikasi Institutions Issuing the Certification	Tanggal Dikeluarkan Issuance Date	Tanggal Kedaluwarsa Expiration Date
Achmad K. Permana	Direktur Utama President Director	5	Risk Management Certification	LSPP	9 September 2013 September 9, 2013	9 September 2021 September 9, 2021
Hery Syafril	Direktur Keuangan Finance Director	5	Risk Management Certification	LSPP	22 Maret 2014 March 22, 2014	22 Maret 2022 March 22, 2022
Andri Donny	Direktur Kepatuhan Compliance Director	5	Risk Management Certification	LSPP	24 Mei 2014 May 24, 2014	24 Mei 2022 May 24, 2022
Purnomo B. Soetadi	Direktur Bisnis Ritel Retail Banking Director	5	Risk Management Certification	LSPP	21 November 2015 November 21, 2015	21 Agustus 2023 August 21, 2023
Awaldi	Direktur Operasi Operation Director	5	Risk Management Certification	LSPP	30 Juni 2016 June 30, 2016	30 Juni 2022 June 30, 2022
Avianto Istihardjo	Direktur Risiko Risk Director	5	Risk Management Certification	LSPP	19 Mei 2018 May 19, 2018	19 Mei 2022 May 19, 2022

Program Pengembangan Kompetensi Direksi

Sebagai upaya untuk meningkatkan kompetensi, sepanjang tahun 2020 Direksi telah mengikuti berbagai pelatihan yang secara rinci disampaikan dalam bab "Profil Perusahaan" dalam Laporan Tahunan Bank 2020.

Board of Directors Competency Development Program

In an effort to improve competence, throughout 2020 the Board of Directors has participated in various training which are detailed in the "Company Profile" chapter in this Annual Report.

Mekanisme Pengunduran Diri dan Pemberhentian Dewan Komisaris

Bank Muamalat Indonesia telah mengatur pengunduran diri dan pemberhentian Direksi sebagai berikut:

1. Anggota Direksi berhak mengundurkan diri dari jabatannya dengan memberitahukan secara tertulis kepada perusahaan dalam jangka waktu 90 (sembilan puluh) hari setelah diterimanya surat permohonan pengunduran diri.

Resignation and Dismissal Mechanism of the Board of Directors

Bank Muamalat Indonesia has arranged the resignation and dismissal of the Board of Directors as follows:

1. A member of the Board of Directors has the right to resign from his position by notifying the Bank in writing within 90 (ninety) days after receipt of the resignation application letter.

2. Anggota Direksi yang mengundurkan diri tetap dapat dimintakan pertanggungjawabannya sebagai Direktur sejak pengangkatan yang bersangkutan sampai dengan tanggal disetujuinya pengunduran diri.
3. Perusahaan wajib melakukan keterbukaan informasi kepada masyarakat dan menyampaikan kepada Otoritas Jasa Keuangan paling lambat 2 (dua) hari kerja setelah:
   a. diterimanya permohonan pengunduran diri anggota Direksi
   b. hasil penyelenggaraan RUPS
4. RUPS dapat mengangkat orang lain untuk mengisi jabatan seorang Direktur yang diberhentikan dari jabatannya dan RUPS dapat mengangkat seseorang sebagai Direktur untuk mengisi suatu lowongan. Masa jabatan seseorang yang diangkat untuk menggantikan Direktur yang berhenti secara demikian atau untuk mengisi lowongan tersebut adalah sisa masa jabatan dari Direktur yang diberhentikan/digantikan tersebut.
5. Direksi wajib memberitahukan perubahan susunan dan nama anggota Direksi kepada Menteri untuk dicatat dalam daftar perseroan dalam jangka waktu 30 (tiga puluh) hari terhitung sejak tanggal keputusan RUPS atau keputusan yang mengikat di luar RUPS.

Penilaian Kinerja Komite-komite di Bawah Direksi

Direksi dapat membentuk komite dalam rangka membantu tugas dan tanggung jawab Direksi. Pembentukan komite dilakukan berdasarkan surat keputusan Direksi disertai tugas dan tanggung jawab masing-masing komite. Selanjutnya tugas dan tanggung jawab komite-komite tersebut secara rinci diatur dalam Piagam (*Charter*) Komite level Direksi Bank Muamalat. Direksi Bank Muamalat memiliki komite yang meliputi Komite Pengarah Teknologi Informasi, Komite Manajemen Risiko Komite Aset dan Kewajiban dan Komite Sumber Daya Manusia. Penilaian kinerja Komite-komite yang berada di bawah Direksi dilakukan dilaksanakan secara periodik melalui Human Capital Division.

2. A member of the Board of Directors who resigns can still be held accountable as Director from the date of his appointment until the date the resignation is approved.
3. The company is required to disclose information to the public and submit it to the Financial Services Authority no later than 2 (two) working days after:
   a. acceptance of the resignation of the member of the Board of Directors
   b. the results of the GMS
4. The GMS can appoint another person to fill the position of a Director who has been dismissed from his position and the GMS can appoint someone as a Director to fill a vacancy. The term of office of a person who is appointed to replace the Director who is resigning or to fill the vacancy is the remaining term of office of the dismissed/replaced Director.
5. The Board of Directors is obliged to notify the changes in the composition and names of members of the Board of Directors to the Ministry to be recorded in the list of companies within 30 (thirty) days from the date of the GMS resolution or binding decisions outside the GMS.

Performance Appraisal of Committees under the Board of Directors

The Board of Directors may establish a committee to assist the duties and responsibilities of the Board of Directors. The committee establishment is based on a Board of Directors decision letter accompanied by the duties and responsibilities of each committee. Furthermore, the duties and responsibilities of these committees are detailed in the Board of Directors section of Bank Muamalat's Committee Chapter. The Board of Directors of Bank Muamalat has committees including, the Information Technology Steering Committee, the Risk Management Committee, the Asset and Liability Committee and the Human Resources Committee. Performance evaluation of the Committees under the Board of Directors is carried out periodically through the Human Capital Division.

Sepanjang tahun 2020, atas kinerjanya yang telah diberikan, berikut adalah hasil penilaian Komite di Bawah Direksi :

Throughout 2020, the following are the result of the assessments of the Committee Under the Board of Directors :

Indikator Indicators	**Penilaian** Assessment
Struktur Organisasi Komite Committee Organizational Structure	Struktur organisasi dan komposisi keanggotaan komite telah lengkap dan memadai. Proses pengangkatan keanggotaan komite telah mengacu kepada ketentuan berlaku. The Committee's organizational structure and member composition are complete and adequate. The committee member appointment process has referred to the applicable regulations.
Ketersediaan Piagam Komite Committee Charter Availability	Seluruh komite telah memiliki piagam/charter sebagai panduan dalam pelaksanaan tugas dan tanggung jawab anggota komite. Masih diperlukan improvement dalam rangka pengkinian charter/piagam komite. All committees have a charter as guidelines in carrying out the duties and responsibilities of committee members. Improvement is still needed in the context of updating the committee charter.
Pelaksanaan Rapat Komite Committee Meetings Implementation	Frekuensi rapat Komite periode 2020 telah sesuai dengan ketentuan dan mengacu kepada jadwal rapat tahunan yang telah ditetapkan. The frequency of the 2020 Committee meetings is in accordance with the provisions and refers to the predetermined annual meeting schedule.
Dokumentasi Hasil Rekomendasi Komite Committee's Recommendations Results Documentation	Hasil rapat Komite telah dituangkan dalam risalah rapat dan telah didokumentasikan dengan baik, termasuk pengungkapan dissenting opinions (jika ada) secara jelas. The results of Committee meetings have been recorded in the minutes of meetings and properly documented, including the clear disclosure of dissenting opinions (if any).

HUBUNGAN AFILIASI ANTARA ANGGOTA DIREKSI, DEWAN KOMISARIS DAN PEMEGANG SAHAM UTAMA DAN/ATAU PENGENDALI

Hubungan Afiliasi Dewan Komisaris

Pengungkapan hubungan afiliasi Dewan Komisaris mencakup hubungan keluarga dan hubungan keuangan dengan anggota Dewan Komisaris lainnya, Direksi, maupun pemegang saham pengendali. Bentuk hubungan keuangan termasuk di antaranya utang-piutang, kerja sama bisnis, dan sebagainya. Sementara itu, bentuk hubungan keluarga mencakup hubungan istimewa terutama yang disebabkan hubungan pertalian darah seperti suami/istri/anak/orang tua/saudara kandung/ipar, dan sebagainya.

AFFILIATE RELATIONSHIP BETWEEN THE MEMBER OF THE BOARD OF DIRECTORS, THE BOARD OF COMMISSIONERS AND MAIN AND/OR CONTROLLING SHAREHOLDERS

Affiliate Relationships in the Board of Commissioners

Disclosure of the affiliation of the Board of Commissioners includes family relationships and financial relationships with other members of the Board of Commissioners, the Board of Directors, and controlling shareholders. Forms of financial relationships include lending and borrowing, business cooperation, and so on. Meanwhile, the form of family relationships includes special relationships, especially those caused by blood ties such as husband/wife/children/parents/siblings/in-laws, and so on.

Pernyataan Hubungan Afiliasi Dewan Komisaris

Statement of Affiliation of the Board of Commissioners

Nama Name	Jabatan Position	Hubungan Keluarga dengan Financial Relation with						Hubungan Keuangan dengan Family Relation with						Hubungan Kepengurusan Management Relation	
		Dewan Komisaris Board of Commissioners		Direksi Board of Directors		Pemegang Saham Pengendali Shareholders		Dewan Komisaris Board of Commissioners		Direksi Board of Directors		Pemegang Saham Pengendali Shareholders			
		Ya Yes	Tidak No	Ya Yes	Tidak No	Ya Yes	Tidak No	Ya Yes	Tidak No	Ya Yes	Tidak No	Ya Yes	Tidak No	Ya Yes	Tidak No
Ilham A. Habibie	Komisaris Utama/ Komisaris Independen President Commissioner/ Independent Commissioner		√		√		√		√		√		√		√
Iggi H. Achsien	Komisaris Independen Independent Commissioner		√		√		√		√		√		√		√
Edy Setiadi	Komisaris Independen Independent Commissioner		√		√		√		√		√		√		√
Mohamed Hedi Mejai*)	Komisaris Commissioner		√		√		√		√		√	√			√
Abdulsalam Mohammad Joher Al-Saleh*)	Komisaris Commissioner		√		√		√		√		√	√			√

*) Belum efektif menjabat sebagai Komisaris
Not yet effective served as Commissioner

Hubungan Afiliasi Direksi

Pengungkapan hubungan afiliasi Direksi mencakup hubungan keluarga dan hubungan keuangan dengan anggota Direksi lainnya, Dewan Komisaris, maupun Pemegang Saham pengendali. Bentuk hubungan keuangan termasuk di antaranya utang-piutang, kerja sama bisnis, dan sebagainya. Sementara bentuk hubungan keluarga mencakup hubungan istimewa terutama yang disebabkan hubungan pertalian darah seperti suami/istri/anak/orang tua/saudara kandung/ipar, dan sebagainya.

Affiliate Relationship In Board of Directors

Disclosure of the affiliation of the Board of Directors includes family relationships and financial relationships with other members of the Board of Directors, the Board of Commissioners, and controlling shareholders. Forms of financial relationships include lending and borrowing, business cooperation, and so on. Meanwhile, the form of family relationship includes special relationships, especially those caused by blood ties such as husband/wife/children/parents/siblings/in-laws, and so on.

Pernyataan Hubungan Afiliasi Direksi

Statement of Affiliate Relationship for the Board of Directors

Nama Name	Jabatan Position	Hubungan Keluarga dengan Financial Relation with						Hubungan Keuangan dengan Family Relation with						Hubungan Kepengurusan Management Relation	
		Dewan Komisaris Board of Commissioners		Direksi Board of Directors		Pemegang Saham Pengendali Shareholders		Dewan Komisaris Board of Commissioners		Direksi Board of Directors		Pemegang Saham Pengendali Shareholders			
		Ya Yes	Tidak No	Ya Yes	Tidak No	Ya Yes	Tidak No	Ya Yes	Tidak No	Ya Yes	Tidak No	Ya Yes	Tidak No	Ya Yes	Tidak No
Achmad K. Permana	Direktur Utama President Director		√		√		√		√		√		√		√
Hery Syafril	Direktur Keuangan Finance Director		√		√		√		√		√		√		√
Andri Donny	Direktur Kepatuhan Compliance Director		√		√		√		√		√		√		√
Purnomo B. Soetadi	Direktur Bisnis Ritel Retail Banking Director		√		√		√		√		√		√		√
Awaldi	Direktur Operasi Operation Director		√		√		√		√		√		√		√
Avianto Istihardjo	Direktur Risiko Risk Director		√		√		√		√		√		√		√

KEBIJAKAN KEBERAGAMAN DEWAN KOMISARIS DAN DIREKSI

Bank Muamalat Indonesia memiliki kebijakan keberagaman Dewan Komisaris dan Direksi dengan mengacu pada rekomendasi Otoritas Jasa Keuangan yang tertuang dalam Lampiran Surat Edaran Otoritas Jasa Keuangan No. 32/SEOJK.04/2015 tentang Pedoman Tata Kelola Perusahaan Terbuka. Dalam peraturan perundangan tersebut disebutkan penentuan komposisi anggota Dewan Komisaris memperhatikan keberagaman keahlian, pengetahuan dan pengalaman yang dibutuhkan sesuai dengan tujuan dan kebutuhan perusahaan.

Komposisi yang telah memperhatikan tujuan dan kebutuhan perusahaan tersebut merupakan suatu hal yang positif, khususnya terkait pengambilan keputusan dalam rangka pelaksanaan fungsi pengawasan oleh Dewan Komisaris dan fungsi pengelolaan yang dijalankan oleh Direksi dengan mempertimbangkan berbagai aspek yang lebih luas.

DIVERSITY POLICY OF THE BOARD OF COMMISSIONERS AND THE BOARD OF DIRECTORS

Bank Muamalat Indonesia has a policy on the diversity of the Board of Commissioners and the Board of Directors with reference to the recommendations of the Financial Services Authority which is contained in the Attachment to the Financial Services Authority Circular Letter No. 32/SEOJK.04/2015 concerning Guidelines for Public Company Governance. In the law, it is stated that the composition of the members of the Board of Commissioners is determined by taking into account the diversity of expertise, knowledge and experience required in accordance with the objectives and requirements of the company.

The composition that has taken into account the goals and requirements of the company is a positive thing, especially in relation to decision making in the context of implementing the supervisory function by the Board of Commissioners and the management function carried out by the Board of Directors by taking into account various broader aspects.

Pernyataan Keberagaman Komposisi Dewan Komisaris

Statement of Diversity in the Composition of the Board of Commissioners

No	Nama Name	Jabatan Position	Usia (tahun) Age (year)	Jenis Kelamin Gender	Pendidikan Education	Pengalaman Kerja Work Experiences	Keahlian Expertise
1	Ilham A. Habibie	Komisaris Utama/ Komisaris Independen	58	Laki-laki	• MBA Business • Dr.Ing Tehnik • Dipl. Ing Tehnik	• Mengawasi pekerjaan Direksi agar sesuai dengan Rencana Kerja Perusahaan. • Menjalankan operasi Perusahaan agar sesuai dengan Rencana Kerja Perusahaan, termasuk membentuk dan mengawasi/ mengontrol Direksi menjalankan Rencana Kerja Perusahaan.	• Ekonomi Bisnis • Teknik Aeronautika • Teknologi Informasi
		President Commissioner/ Independent Commissioner	58	Male	• MBA Business • Dr.Ing Engineering • Dipl. Ing Engineering	• Oversee the work of the Board of Directors in accordance with the Bank's Work Budget Plan • Carry out Company operations in accordance with the Company Work Plan, including establishing and supervising/controlling the Board of Directors in carrying out the Company's Work Plan	• Business Economics • Aeronautical Engineering • Information Technology
2	Iggi H. Achsien	Komisaris Independen	44	Laki-laki	• MBA, Global Leadership Executive • Sarjana Ekonomi	• Terlibat dalam penerbitan Obligasi Syariah Mudharabah Indosat tahun 2002 • Terlibat proses penerbitan Sukuk Negara tahun 2008	• Perbankan Syariah • Pasar Modal • Asuransi
		Independent Commissioner	44	Male	• MBA, Global Leadership Executive • Bachelor in Economics	• Involved in the issuance of Indosat Mudharabah Bonds in 2002 • Involved in the issuance process of 2008 State Sukuk	• Shariah Banking • Capital Market • Insurance
3	Edy Setiadi	Komisaris Independen	63	Laki-laki	• Magister Ekonomi Pertanian • Sarjana Peternakan	• Deputi KomisionerIKNB, OJK • Kepala Departemen Perbankan Syariah, OJK • Direktur Eksekutif DPBS, BI	• Perbankan • Industri Keuangan Non Bank
		Independent Commissioner	63	Male	• Magistrate in Agricultural Economics • Bachelor in Animal Husbandary	• FSA Deputy Commissioner for Non-Bank Financial Institution • FSA Head of Shariah Banking • Executive Director DPBS, BI	• Banking • Non-Bank Financial Industry

No	Nama Name	Jabatan Position	Usia (tahun) Age (year)	Jenis Kelamin Gender	Pendidikan Education	Pengalaman Kerja Work Experiences	Keahlian Expertise
4	Mohamed Hedi Mejai*)	Komisari	51	Laki-laki	• MBA, Manajemen Strategis dan Keuangan • S1 Ekonomi	• Director of the Enterprise Department, IDB • Chief Executive Officer & Board Member, Oryx Capital Ltd. (OC), Dubai, UAE • Executive Director, Investment & Business Development, IIB, Manama, Kingdom of Bahrain • Division Chief, Investment Operation and Marketing, IDB Group	Ekonomi Keuangan
		Commissioner	51	Male	• MBA, Strategic and Financial Management • Bachelor in Economics	• Director of the Enterprise Department, IDB • Chief Executive Officer & Board Member, Oryx Capital Ltd. (OC), Dubai, UAE • Executive Director, Investmnt & Business Development, IIB, Manama, Kingdom of Bahrain • Division Chief, Investment Operation and Marketing, IDB Group	Financial Economics
5	Abdulsalam Mohammad Joher Al-Saleh*)	Komisaris	55	Laki-laki	S1 Administrasi Bisnis	• Deputy CEO, Boubyan Bank • Board Member, Boubyan Takaful Insurance • Board Member, United Capital Bank (Sudan-Khartoum) • Vice Chairman, Boubyan Capital • Regional Manager, National Bank of Abu Dhabi – Kuwait Branch • Head of Domestic Corporate Banking Division, NBK	• Perbankan • Asuransi • Manajemen Investasi Syariah
		Commissioner	55	Male	Bachelor in Busienss Administration	• Deputy CEO, Boubyan Bank • Board Member, Boubyan Takaful Insurance • Board Member, United Capital Bank (Sudan-Khartoum) • Vice Chairman, Boubyan Capital • Regional Manager, National Bank of Abu Dhabi – Kuwait Branch • Head of Domestic Corporate Banking Division, NBK	• Banking • Insurance • Shariah Investment Management

*) Belum efektif menjabat sebagai Komisaris
Not yet effective served as Commissioner

Adapun keberagaman Komposisi Direksi Bank Muamalat Indonesia Tahun 2020 dapat dilihat dalam tabel sebagai berikut.

The diversity of the composition of the Board of Directors of Bank Muamalat Indonesia in 2020 can be seen in the table as follows.

No	Nama Name	Jabatan Position	Usia (tahun) Age (year)	Jenis Kelamin Gender	Pendidikan Education	Pengalaman Kerja Work Experiences	Keahlian Expertise
1	Achmad K. Permana	Direktur Utama	55	Laki-laki	S1 Pertanian	• Chief General Manager, PT Bank Bali Indonesia • Senior Vice President Consumer Banking Group, HSBC • Executive Vice President Head of Syariah Banking, Bank Danamon Indonesia • Director Syariah, Permata Bank	• Perbankan Syariah • Keuangan
		President Director	55	Male	Bachelor in Agriculture	• Chief General Manager, PT Bank Bali Indonesia • Senior Vice President Consumer Banking Group, HSBC • Executive Vice President Head of Shariah Banking, Danamon Bank Indonesia • Shariah Director, Permata Bank	• Sharia Banking • Finance
2	Hery Syafril	Direktur Keuangan	51	Laki-laki	S1 Akuntansi	• Akuntan Publik, Ernst & Young • Public Accountant, Ernst & Young • Chief Financial Officer & Legal Entity Controller, JP Morgan Indonesia • Controller, Rabobank • Finance Director, PT Bank QNB Kesawan	• Perbankan • Akuntansi • Keuangan

No	Nama Name	Jabatan Position	Usia (tahun) Age (year)	Jenis Kelamin Gender	Pendidikan Education	Pengalaman Kerja Work Experiences	Keahlian Expertise
		Finance Director	51	Male	Bachelor in Accounting	• Public Accountant, Ernst & Young • Chief Financial Officer & Legal Entity Controller, JP Morgan Indonesia • Controller, Rabobank • Finance Director, PT Bank QNB Kesawan	• Banking • Accounting • Finance
3	Andri Donny	Direktur Kepatuhan	49	Laki-laki	S1 Geofisika & Meteorologi	• Branch Manager, Bank Muamalat Indonesia • Product Development, Bank Muamalat Indonesia • Treasury, Bank Muamalat Indonesia • Assistant Director Corporate Planning, Bank Muamalat Indonesia • Pelaksana Tugas Head of Risk Management Division • Head of Finance & Strategy Division • Head of Strategic Change Management Division • Head of Strategic Planning Division	• Perbankan Syariah • Keuangan
		Compliance Director	49	Male	Bachelor in Geophysics & Meteorology	• Branch Manager, Bank Muamalat Indonesia • Product Development, Bank Muamalat Indonesia • Treasury, Bank Muamalat Indonesia • Assistant Director Corporate Planning, Bank Muamalat Indonesia • Acting Head of Risk Management Division • Head of Finance & Strategy Division • Head of Strategic Change Management Division • Head of Strategic Planning Division	• Shariah Banking • Finance
4	Purnomo B. Soetadi	Direktur Bisnis Ritel	52	Laki-laki	• Doktor Ilmu Ekonomi • Master Komunikasi Bisnis • S1 Psikologi	• Assistant Vice President – Branch Manager, Standard Chartered Bank • Vice President – Regional Head, Standard Chartered Bank • Senior Vice President – Pemimpin Wilayah Regional II Jawa Barat, Bank Danamon • Senior Vice President – Pemimpin Divisi Retail Banking Network Distribution, Bank Danamon • Executive Vice President – Pemimpin Divisi Customer Management & Marketing, Bank Negara Indonesia	• Perbankan • Keuangan
		Retail Banking Director	52	Male	• PhD in Economics • Master in Business Communication • Bachelor in Psychology	• Assistant Vice President – Branch Manager, Standard Chartered Bank • Vice President – Regional Head, Standard Chartered Bank • Senior Vice President – Area Leader for Region II West Java, Danamon Bank • Senior Vice President – Head of Retail Banking Network Distribution Division, Danamon Bank • Executive Vice President – Head of Customer Management & Marketing Divison, Bank Negara Indonesia	• Banking • Finance
5	Awaldi	Direktur Operasi	54	Laki-laki	• MBA International Business • S1 Psikologi	• Head of HR, Bank Niaga • Director of Commerce Leadership Institute, CIMB • Head of HR & HR Project Manager for Business Transformation, Bank Ekonomi HSBC Group • Director of Towers Watson Indonesia	• Perbankan • Human Capital

No	Nama Name	Jabatan Position	Usia (tahun) Age (year)	Jenis Kelamin Gender	Pendidikan Education	Pengalaman Kerja Work Experiences	Keahlian Expertise
		Operation Director	54	Male	• MBA International Business • Bachelor in Psychology	• Head of HR, Bank Niaga • Director of Commerce Leadership Institute, CIMB • Head of HR & HR Project Manager for Business Transformation, Bank Ekonomi HSBC Group • Director of Towers Watson Indonesia	• Banking • Human Capital
6	Avianto Istihardjo	Direktur Risiko	50	Laki-laki	• Magister Manajemen jurusan Manajemen Risiko • S1 Akuntansi	• General Manager Public Sector & Corporate Credit Processing, PT Bank NISP Tbk • Vice President – Credit Risk Division Head, Bank OCBC NISP • Vice President – Global Consumer Group CitiBusiness Risk Head Citibank Indonesia • Vice President – Institutional Client Group–Local Commercial Bank, Citibank Indonesia • Senior Vice President – Head of Credit Risk Management, PT Bank Ekonomi Raharja Tbk • Head of Corporate Credit Group, DBS Bank • Executive Director – Corporate Credit Group, DBS Bank	• Perbankan • Manajemen Risiko
		Risk Director	50	Male	• Management Magistrate in Risk Management • Bachelor in Accounting	• General Manager Public Sector & Corporate Credit Processing, PT Bank NISP Tbk • Vice President – Credit Risk Division Head, Bank OCBC NISP • Vice President – Global Consumer Group CitiBusiness Risk Head Citibank Indonesia • Vice President – Institutional Client Group – Local Commercial Bank, Citibank Indonesia • Senior Vice President – Head of Credit Risk Management, PT Bank Ekonomi Raharja Tbk • Head of Corporate Credit Group, DBS Bank • Executive Director – Corporate Credit Group, DBS Bank	• Banking • Risk Management

PENILAIAN DEWAN KOMISARIS DAN DIREKSI

Penilaian Dewan Komisaris

Prosedur Penilaian

Prosedur penilaian kinerja Dewan Komisaris dilakukan secara *self-assessment* melalui pengisian kertas kerja yang berisi kriteria/indikator pelaksanaan tugas dan tanggung jawab Dewan Komisaris sesuai dengan ketentuan yang berlaku serta atas kompetensi kinerja selama satu semester/tahun untuk kemudian dilaporkan kepada Otoritas Jasa Keuangan.

Hasil penilaian tersebut dibawa ke RUPS Tahunan untuk disampaikan kepada Pemegang Saham untuk evaluasi. Pada penyerahan laporan, RUPS juga memberikan pelunasan dan pembebasan tanggung jawab sepenuhnya (*volledig acquit et de charge*) kepada Dewan Komisaris atas tindakan pengelolaan yang dilakukan pada tahun buku yang berakhir pada akhir tahun.

Hasil evaluasi terhadap kinerja Dewan Komisaris secara keseluruhan dan kinerja masing-masing anggota Dewan Komisaris secara individual menjadi pertimbangan dalam skema kompensasi dan pemberian insentif bagi Dewan Komisaris. Hasil evaluasi kinerja masing-masing anggota Dewan Komisaris secara individual merupakan salah satu dasar pertimbangan bagi Pemegang Saham untuk memberhentikan dan/atau menunjuk kembali anggota Dewan Komisaris yang bersangkutan.

Hasil evaluasi kinerja Dewan Komisaris baik selaku Dewan maupun individu merupakan sarana penilaian serta peningkatan efektivitas Dewan Komisaris.

Kriteria Penilaian

Secara umum, kinerja Dewan Komisaris ditentukan berdasarkan tugas kewajiban yang tercantum dalam peraturan perundang-undangan yang berlaku dan Anggaran Dasar Perusahaan maupun amanat Pemegang Saham. Kriteria evaluasi disampaikan secara terbuka kepada Dewan Komisaris sejak pengangkatan pertamanya.

Kriteria *self-assessment* Dewan Komisaris terbagi menjadi 3 (tiga) aspek: *Governance Structure* (14 indikator), *Governance Process* (20 indikator), dan *Governance Outcome* (8 indikator).

ASSESSMENT OF THE BOARD OF COMMISSIONERS AND DIRECTORS

Assessment of the Board of Commissioners

Assessment Procedure

The performance appraisal procedure of the Board of Commissioners is carried out by means of self-assessment by filling in a working paper containing the criteria/indicators for the implementation of the duties and responsibilities of the Board of Commissioners in accordance with applicable regulations and for performance competencies for one semester/year to be reported to the Financial Services Authority.

The results of the assessment are brought to the Annual GMS to be submitted to Shareholders for evaluation. At the submission of the report, the GMS also provides full settlement and release of responsibility (volledig acquit et de charge) to the Board of Commissioners for management actions taken in the financial year ending at the end of the year.

The results of the evaluation of the overall performance of the Board of Commissioners and the performance of each individual member of the Board of Commissioners are considered in the compensation scheme and incentives for the Board of Commissioners. The results of the performance evaluation of each member of the Board of Commissioners on an individual basis are one of the basic considerations for the Shareholders to dismiss and/or reappoint the member of the Board of Commissioners concerned.

The results of the performance evaluation of the Board of Commissioners, both as a Board and as an individual, are a means of assessing and improving the effectiveness of the Board of Commissioners.

Assessment criteria

In general, the performance of the Board of Commissioners is determined based on the duties and obligations stated in the applicable laws and regulations and the Articles of Association of the Company as well as the mandate of the Shareholders. The evaluation criteria are submitted openly to the Board of Commissioners since their first appointment.

The Board of Commissioners' self-assessment criteria are divided into 3 (three) aspects: Governance Structure (14 indicators), Governance Process (20 indicators) and Governance Outcome (8 indicators).

Indikator Penilaian Kinerja Dewan Komisaris

Performance Appraisal Indicators for the Board of Commissioners

Kriteria Criteria	**Indikator**	Indicator
Governance Structure	1. Jumlah Anggota BOC 2. Jumlah BOC yang berdomisili di Indonesia 3. Jumlah Komisaris Independen 4. Rangkap Jabatan Anggota 5. Rangkap Jabatan Komisaris Independen sebagai Ketua Komite dibawah Dewan Komisaris 6. Tidak ada hubungan Keluarga sesama anggota BOC dan/atau BOD 7. Ketersediaan pedoman dan tata tertib kerja 8. Integritas, kompetensi dan reputasi keuangan 9. Masa tunggu (*cooling off*) bagi anggota yang berasal dari mantan BOD 10. Tidak ada hubungan keuangan, kepengurusan, kepemilikan saham dan/atau hubungan keluarga yang dapat mempengaruhi independensi 11. Pemenuhan kelulusan *fit and proper test* OJK 12. Kompetensi yang memadai dan relevan dengan jabatan untuk menjalankan tugas dan tanggung jawab. 13. Kemauan dan kemampuan untuk melakukan pembelajaran secara berkelanjutan 14. Komposisi Dewan Komisaris tidak memenuhi ketentuan karena adanya intervensi pemilik	1. Number of BOC Members 2. The number of BOCs domiciled in Indonesia 3. Number of Independent Commissioners 4. Concurrent Positions of Members 5. Concurrently Independent Commissioner and as a Chairman of the Committee under the Board of Commissioners 6. There is no family relationship among members of the BOC and/or BOD 7. Availability of work guidelines and rules 8. Integrity, competence and financial reputation 9. The waiting period (cooling off) for members who come from former BOD 10. There is no financial, management, share ownership and/or family relationship that may affect independence 11. Fulfillment of passing the OJK fit and proper test 12. Adequate competence and relevant to the position to carry out duties and responsibilities. 13. Willingness and ability to carry out continuous learning. 14. The composition of the Board of Commissioners does not meet the requirement due to owner intervention
Governance Process	1. Proses Pengangkatan dan/atau penggantian anggota Dewan Komisaris 2. Telah memastikan penyelenggaraan prinsip-prinsip *Good Corporate Governance* dalam setiap kegiatan usaha 3. Melakukan kewajiban dalam pengawasan pelaksanaan tugas dan tanggung jawab Direksi 4. Telah mengarahkan, memantau dan mengevaluasi pelaksanaan kebijakan strategis Bank 5. Telah menyetujui, mengevaluasi kebijakan Manajemen Risiko dan strategi Manajemen Risiko 6. Evaluasi atas pertanggung jawaban Direksi dan memberikan arahan perbaikan atas pelaksanaan Manajemen Risiko 7. Menyetujui dan mengawasi Rencana Bisnis Bank dan rencana korporasi 8. Tidak terlibat dalam pengambilan keputusan kegiatan operasional Bank 9. Memastikan bahwa Direksi telah menindaklanjuti temuan audit dan rekomendasi dari Satuan Kerja Audit Intern (SKAI) Bank 10. Melakukan pemberitahuan kepada OJK jika terjadi pelanggaran peraturan 11. Independensi dalam pelaksanaan tugas dan tanggung jawab 12. Pembentukan Komite Audit, Komite Pemantau Risiko, serta Komite Remunerasi dan Nominasi 13. Proses pengangkatan Anggota Komite 14. Memastikan Komite menjalankan tugas dan tanggung jawabnya 15. Penyediaan waktu yang cukup oleh anggota dalam melaksanakan tugas dan tanggung jawab 16. Pelaksanaan Rapat Dewan Komisaris 17. Mekanisme pengambilan keputusan Rapat 18. Tidak memanfaatkan Bank untuk kepentingan pribadi, keluarga, dan/atau pihak lain 19. Tidak mengambil dan/atau menerima keuntungan pribadi dari Bank 20. Intervensi pemilik terhadap pelaksanaan tugas BOC	1. The process of appointment and/or replacement of members of the Board of Commissioners 2. Has ensured the implementation of the principles of Good Corporate Governance in every business activity 3. Perform obligations in supervising the implementation of duties and responsibilities of the Board of Directors 4. Has directed, monitored and evaluated the implementation of the Bank's strategic policies. 5. Has approved, evaluated Risk Management policies and Risk Management strategies. 6. Evaluate the accountability of the Board of Directors and provides direction for improvement on the implementation of Risk Management. 7. Approve and supervise the Bank's Business Plan and corporate plans. 8. Not involved in decision making on the Bank's operational activities. 9. Ensure that the Board of Directors has followed up on audit findings and recommendations from the Bank's Internal Audit Unit (SKAI). 10. Notify the OJK if there is a violation of the regulations. 11. Independence in performing duties and responsibilities. 12. Establishment of the Audit Committee, Risk Monitoring Committee, and Remuneration and Nomination Committee 13. The process of appointment of Committee Members 14. Ensure that the Committee completed its duties and responsibilities 15. Provision of sufficient time by members in conducting their duties and responsibilities 16. Implementation of the Board of Commissioners Meetings 17. Meeting's decision making mechanism 18. Not using the Bank for personal, family, and/or other party interests 19. Not taking and/or receiving personal benefits from the Bank 20. Owner intervention in the implementation of BOC duties

Kriteria Criteria	**Indikator**	Indicator
Governance Outcome	1. Dokumentasi hasil rapat BOC 2. Penyampaian hasil rapat kepada seluruh anggota BOC dan pihak terkait 3. Implementasi hasil Rapat BOC 4. Pengungkapan informasi mandatory pada Laporan GCG bank 5. Efektivitas pengawasan aktif BOC 6. Peningkatan pengetahuan, keahlian, dan kemampuan anggota BOC 7. Adanya gangguan/kerugian akibat intervensi pemilik terhadap BOC 8. Penerapan manajemen risiko	1. Documentation of the results of the BOC meeting 2. Submission of meeting results to all members of the BOC and related parties 3. Implementation of the results of the BOC Meeting 4. Disclosure of mandatory information on the Bank's GCG reports 5. The effectiveness of BOC's active supervision 6. Increase the knowledge, skills and abilities of BOC members 7. There is interference/loss due to owner intervention against BOC 8. Implementation of risk management

Pihak yang Melakukan Penilaian

Pihak yang melakukan penilaian terhadap kinerja Dewan Komisaris adalah Dewan Komisaris sendiri mengingat metode yang digunakan ialah *self-assesssment* dan dibantu oleh fungsi terkait.

Hasil Penilaian

Berdasarkan *self-assessment* yang telah dilaksanakan pada Semester I dan II tahun 2020, berikut adalah hasil penilaian dari aspek *Governance Structure, Governance Process,* dan *Governance Outcome* pada Dewan Komisaris.

1. Komposisi anggota Dewan Komisaris Bank Muamalat Indonesia telah sesuai dengan ketentuan.
2. Anggota Dewan Komisaris Bank Muamalat Indonesia memiliki 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.
3. Tidak terdapat hubungan keluarga sampai dengan derajat kedua baik sesama sesama anggota Dewan Komisaris serta anggota Direksi dengan Dewan Komisaris.
4. Dewan Komisaris telah memiliki pedoman dalam pelaksanaan tugas dan tanggung jawabnya sesuai fungsinya.
5. Pengangkatan dan/atau penggantian anggota Dewan Komisaris telah sesuai dengan ketentuan dan telah memperhatikan rekomendasi Komite Nominasi dan Remunerasi.
6. Rapat koordinasi antara Dewan Komisaris dan Direksi Bank Muamalat Indonesia telah dilakukan sebagai bentuk pengawasan terhadap kegiatan Bank.
7. Dalam rangka menjalankan tugas dan fungsinya, Dewan Komisaris secara rutin telah menyelenggarakan rapat-rapat Dewan Komisaris dan rapat Dewan Komisaris bersama Direksi sesuai

Parties Conducting the Assessment

The party that assesses the performance of the Board of Commissioners is the Board of Commissioners itself considering the method used is self-assessment and is supported by related functions.

Assessment Result

Based on the self-assessment that has been carried out in Semester I and II of 2020, the results of the assessment of the Governance Structure, Governance Process and Governance Outcome aspects of the Board of Commissioners.

1. The composition of the members of the Board of Commissioners of Bank Muamalat Indonesia is in accordance with the provisions.
2. Members of the Board of Commissioners of Bank Muamalat Indonesia have sufficient competence, are relevant to their positions and are able to implement their competencies in carrying out their duties and responsibilities.
3. There is no family relationship up to the second degree with fellow members of the Board of Commissioners and members of the Board of Directors and the Board of Commissioners.
4. The Board of Commissioners has guidelines in performing its duties and responsibilities suitable to its function.
5. The appointment and/or replacement of members of the Board of Commissioners is according to the provisions and has taken into account the recommendations of the Nomination and Remuneration Committee.
6. Coordination meetings between the Board of Commissioners and the Board of Directors of Bank Muamalat Indonesia have been conducted as a form of supervision of the Bank's activities.
7. In fulfilling its duties and functions, the Board of Commissioners regularly holds Board of Commissioners' meetings and Board of Commissioners' meetings with the Board of Directors

ketentuan rapat tersebut dilaksanakan dalam rangka melakukan pengawasan terhadap pelaksanaan tugas dan tanggung jawab Direksi dan pemberian nasihat kepada Direksi.

8. Dewan Komisaris Bank Muamalat Indonesia telah menyetujui dan melakukan pengawasan terhadap Rencana Bisnis Bank.
9. Dewan Komisaris Bank Muamalat Indonesia telah melakukan upaya-upaya dalam rangka meningkatkan pelaksanaan aspek GCG, antara lain melengkapi keanggotaan komite level Dewan Komisaris dan menyelenggarakan rapat-rapat sesuai ketentuan.
10. Rapat-rapat Komite Audit, Komite Pemantau Risiko, Komite Tata Kelola Perusahaan dan Komite Nominasi dan Remunerasi Bank Muamalat telah diselenggarakan sesuai dengan ketentuan dan telah menetapkan beberapa rekomendasi yang menjadi perhatian dan fokus perbaikan Bank Muamalat Indonesia.

Penilaian Direksi

Prosedur Penilaian

Prosedur penilaian kinerja Direksi dilakukan secara *self-assessment* melalui pengisian kertas kerja yang berisi kriteria/indikator pelaksanaan tugas dan tanggung jawab Direksi sesuai dengan ketentuan yang berlaku, dilakukan setiap semester untuk dilaporkan kepada Otoritas Jasa Keuangan. Pada RUPS Tahunan, hasil dari penilaian tersebut disampaikan kepada Pemegang Saham untuk dilakukan evaluasi.

Pada penyerahan laporan tersebut, RUPS juga memberikan pelunasan dan pembebasan tanggung jawab sepenuhnya (*volledig acquit et de charge*) kepada Direksi atas tindakan pengelolaan yang dilakukan pada Tahun Buku yang berakhir pada akhir tahun.

Kriteria Penilaian

Secara umum, kinerja Direksi ditentukan berdasarkan tugas kewajiban yang tercantum dalam peraturan perundang-undangan yang berlaku dan Anggaran Dasar Perusahaan maupun amanat Pemegang Saham. Kriteria evaluasi disampaikan secara terbuka kepada Direksi sejak pengangkatan pertamanya.

Kriteria *self-assessment* Direksi terbagi menjadi 3 (tiga) aspek: *Governance Structure* (15 indikator), *Governance Process* (25 indikator), dan *Governance Outcome* (14 indikator).

in line with the provisions of these meetings in order to supervise the implementation of the duties and responsibilities of the Board of Directors and provide advice to the Board of Directors.

8. The Board of Commissioners of Bank Muamalat Indonesia has approved and supervised the Bank's Business Plan.
9. The Board of Commissioners of Bank Muamalat Indonesia has made efforts to improve the implementation of GCG aspects, including completing committee memberships at the Board of Commissioners' level and holding meetings according to the provisions.
10. Meetings of the Audit Committee, Risk Monitoring Committee, Corporate Governance Committee and the Nomination and Remuneration Committee of Bank Muamalat have been held aligned with the provisions and have set several recommendations that are the focus of attention and improvement of Bank Muamalat Indonesia.

Assessment of the Board of Directors

Assessment Procedure

The procedure for evaluating the performance of the Board of Directors is accomplished by means of self-assessment by filling in a working paper containing the criteria/indicators for the implementation of the duties and responsibilities of the Board of Directors in accordance with the applicable regulations, worked every semester to be reported to the Financial Services Authority. At the Annual GMS, the results of the assessment are submitted to Shareholders for evaluation.

At the submission of the report, the GMS also provides full payment and release of responsibility (volledig acquit et de charge) to the Board of Directors for management actions taken during the Fiscal Year ended at the end of the year.

Assessment Criteria

In general, the performance of the Board of Directors is determined based on the duties and obligations stated in the applicable laws and regulations and the Company's Articles of Association as well as the mandate of the Shareholders. The evaluation criteria are presented openly to the Board of Directors since their first appointment.

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

Indikator Penilaian Kinerja Direksi

Performance Appraisal Indicators for the Board of Directors

Kriteria Criteria	**Indikator**	Indicator
Governance Structure	1. Jumlah Anggota Direksi 2. Jumlah Anggota yang berdomisili di Indonesia 3. Pengalaman/*track record* anggota BOD 4. Rangkap Jabatan BOD 5. Kepemilikan saham pada perusahaan lain 6. Tidak adanya hubungan keluarga sesama anggota BOD dan/atau dengan BOC 7. Ketersediaan pedoman dan tata tertib kerja 8. Penggunaan penasehat perorangan dan/atau jasa profesional oleh BOD 9. Integritas, kompetensi, dan reputasi keuangan 10. Presiden Direktur atau Direktur Utama, berasal dari pihak yang independen 11. Pemenuhan kelulusan *fit and proper test* OJK 12. Kompetensi BOD yang memadai dan relevan dengan jabatannya 13. Kemauan dan kemampuan untuk melakukan pembelajaran secara berkelanjutan dalam rangka peningkatan pengetahuan 14. Budaya pembelajaran secara berkelanjutan dalam rangka peningkatan pengetahuan 15. Komposisi Direksi tidak memenuhi ketentuan karena adanya intervensi pemilik	1. Number of members of the Board of Directors 2. Number of members who are domiciled in Indonesia 3. Experience/track record of BOD members 4. Concurrent Position of BOD 5. Share ownership in other companies 6. There is no family relationship among members of the BOD and/or with the BOC 7. Availability of work guidelines and rules 8. Use of individual advisors and/or professional services by BOD 9. Financial integrity, competence and reputation 10. President Director comes from an independent party 11. Fulfillment of passing the OJK fit and proper test 12. Adequate BOD competencies and relevant to the position 13. Willingness and ability to carry out continuous learning in order to increase knowledge 14. Continuous learning culture in order to increase knowledge 15. The composition of the Board of Directors does not meet the requirement due to owner intervention
Governance Process	1. Proses Pengangkatan dan/atau penggantian anggota BOD 2. Pengangkatan Anggota Komite Direksi berdasarkan keputusan rapat BOC 3. Tidak memberikan kuasa umum kepada pihak lain 4. Pelaksanaan kepengurusan Bank berdasarkan prinsip kehati-hatian dan prinsip syariah. 5. Pengelolaan Bank sesuai kewenangan dan tanggung jawab BOD sebagaimana diatur dalam Anggaran Dasar dan UU 6. Independensi BOD terhadap pemegang saham 7. Pelaksanaan prinsip-prinsip *Good Corporate Governance* dalam setiap kegiatan usaha Bank pada seluruh tingkatan atau jenjang organisasi 8. Menindaklanjuti temuan audit dan rekomendasi dari SKAI, auditor eksternal, dan hasil pengawasan OJK 9. Menyediakan data dan informasi yang akurat, relevan dan tepat waktu kepada BOC dan DPS 10. Pengambilan keputusan rapat Direksi telah dilakukan berdasarkan musyawarah mufakat 11. Setiap keputusan rapat yang diambil Direksi dapat diimplementasikan 12. Menetapkan kebijakan dan keputusan strategis melalui mekanisme rapat Direksi 13. Tidak memanfaatkan Bank untuk kepentingan pribadi, keluarga, dan/atau pihak lain 14. Tidak mengambil dan/atau menerima keuntungan pribadi dari Bank 15. Intervensi pemilik terhadap pelaksanaan tugas Direksi 16. Kebijakan Manajemen Risiko dan strategi kerangka Manajemen Risiko secara tertulis dan komprehensif 17. Ketersediaan prosedur dan alat untuk mengidentifikasi, mengukur, memonitor, dan mengendalikan Risiko 18. Evaluasi dan/atau pengkinian kebijakan strategi dan kerangka Manajemen Risiko 19. Pelaksanaan kebijakan Manajemen Risiko dan eksposur Risiko 20. Mekanisme persetujuan transaksi, termasuk yang melampaui limit dan kewenangan 21. Evaluasi dan keputusan atas transaksi yang memerlukan persetujuan Direksi 22. Pengembangan budaya Manajemen Risiko pada seluruh jenjang organisasi 23. Independensi fungsi manajemen risiko 24. Penyusunan Rencana Bisnis Bank yang terukur dengan memperhatikan prinsip kehati-hatian 25. Komunikasi atas Rencana Bisnis Bank kepada Pemegang Saham dan seluruh jenjang organisasi	1. The process of appointment and/or replacement of BOD members 2. Appointment of members of the Board of Directors' Committee based on the resolution of the BOC meeting 3. Not giving general power of attorney to other parties 4. Implementation of Bank management based on prudent principles and sharia principles. 5. The Bank's management in accordance with the authority and responsibility of the BOD as stipulated in the Articles of Association and Law 6. Independence of the BOD from shareholders 7. Implementation of the principles of Good Corporate Governance in every business activity of the Bank at all levels of the organization 8. Follow up audit findings and recommendations from SKAI, external auditors, and OJK supervision results 9. Provide accurate, relevant and timely data and information to BOC and DPS 10. Decisions at the Board of Directors' meeting have been made based on deliberation to reach consensus 11. Every meeting's decision made by the Board of Directors can be implemented 12. Establish policies and strategic decisions through the mechanism of the Board of Directors' meeting 13. Not using the Bank for personal, family, and/or other party interests 14. Not taking and / or receiving personal benefits from the Bank 15. Owner intervention in the implementation of the duties of the Board of Directors 16. Written and comprehensive Risk Management Policy and Risk Management framework strategy 17. The availability of procedures and tools to identify, measure, monitor and control risks 18. Evaluation and/or updating of strategic policies and Risk Management framework 19. Implementation of Risk Management policy and Risk exposure 20. Transaction approval mechanisms, including those that exceed limits and authorities 21. Evaluation and decisions on transactions that require the approval of the Board of Directors 22. Development of a Risk Management culture at all levels of the organization 23. Independence of the risk management function 24. Formulation of a measurable Bank's Business Plan with due observance to the principles of prudence 25. Communication of the Bank's Business Plan to Shareholders and all levels of the organization

Kriteria Criteria	Indikator	Indicator
Governance Outcome	1. Pertanggungjawaban tugas BOD kepada pemegang saham/RUPS 2. Pemegang saham menerima pertanggungajawaban BOD di RUPS 3. Pengungkapan kebijakan-kebijakan strategis bank di bidang kepegawaian 4. Komunikasi kepada seluruh karyawan mengenai arah bisnis/visi misi Bank 5. Dokumentasi rapat BOD 6. Pengungkapan informasi penting BOD pada laporan pelaksanaan GCG 7. Peningkatan pengetahuan, keahlian, dan kemampuan anggota BOD 8. Peningkatan pengetahuan, keahlian, dan kemampuan dari seluruh karyawan Bank 9. Peningkatan budaya pembelajaran secara berkelanjutan 10. Pengawasan secara aktif terhadap pelaksanaan kebijakan dan strategi Manajemen Risiko 11. Adanya gangguan/kerugian akibat intervensi pemilik terhadap tugas BOD 12. Penerapan Manajemen Risiko secara efektif 13. Penyusunan Rencana Bisnis Bank 14. Rencana Bisnis Bank telah menggambarkan pertumbuhan Bank yang berkesinambungan	1. Accountability of BOD duties to shareholders/GMS 2. Shareholders accept the BOD's accountability at the GMS 3. Disclosure of the Bank's strategic policies in the field of employment 4. Communication to all employees regarding the direction of the Bank's business/vision and mission 5. Documentation of the BOD's meeting 6. Disclosure of important BOD's information in the GCG implementation report 7. Increased of knowledge, skills and abilities of BOD's members 8. Increased of knowledge, skills and abilities of all Bank employees 9. Improvement of the learning culture in a sustainable manner 10. Active supervision of the implementation of Risk Management policies and strategies 11. There is interference/loss due to owner intervention on BOD's duties 12. Effective implementation of risk management 13. Preparation of Bank's Business Plans 14. The Bank's Business Plan illustrates the sustainable growth of the Bank

Pihak yang Melakukan Penilaian

Pihak yang melakukan penilaian terhadap kinerja Direksi adalah Direksi sendiri mengingat metode yang digunakan ialah *self-assesssment* dan dibantu oleh fungsi terkait.

Hasil Penilaian

Berdasarkan *self-assessment* yang telah dilaksanakan pada Semester I dan II tahun 2020 berikut adalah hasil penilaian dari aspek *Governance Structure*, *Governance Process,* dan *Governance Outcome* pada Direksi.

1. Seluruh anggota Direksi telah lulus fit and proper test atau Penilaian Kemampuan dan Kepatutan (PKK) dari Otoritas Jasa Keuangan.
2. Komposisi anggota Direksi Bank Muamalat telah sesuai dengan ketentuan.
3. Rangkap jabatan anggota Direksi Bank telah sesuai dengan ketentuan.
4. Tidak terdapat hubungan keluarga sampai dengan derajat kedua baik sesama anggota Direksi serta anggota Direksi dengan Dewan Komisaris
5. Anggota Direksi Bank Muamalat memiliki 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.
6. Direksi telah memiliki pedoman dalam pelaksanaan tugas dan tanggung jawabnya sesuai fungsinya.

Parties Conducting the Assessment

The party assessing the performance of the Board of Directors is the Board of Directors themselves, considering the method used is self-assessment and is assisted by related functions.

Assessment Result

Based on the self-assessment that was carried out in Semester I and II of 2020, the following are the results of the assessment of the aspects of Governance Structure, Governance Process and Governance Outcome for the Board of Directors.

1. All members of the Board of Directors have passed Fit and Proper Test (PKK) from OJK.
2. The composition of the members of the Board of Directors of Bank Muamalat is in accordance with the provisions.
3. Concurrent positions as members of the Board of Directors of the Bank are in accordance with the provisions.
4. There is no family relationship up to the second degree, both fellow members of the Board of Directors and members of the Board of Directors and the Board of Commissioners
5. Members of the Board of Directors of Bank Muamalat have sufficient competence, are relevant to their positions and are able to implement their competencies in carrying out their duties and responsibilities.
6. The Board of Directors has guidelines in performing its duties and responsibilities according to its function.

7. Pengangkatan dan/atau penggantian anggota Direksi Bank Muamalat telah sesuai dengan ketentuan dan telah memperhatikan rekomendasi Komite Nominasi dan Remunerasi.

8. Direksi Bank Muamalat telah menjalankan tugas dan fungsinya tanpa intervensi dari pemegang saham dan bertanggung jawab penuh atas pelaksanaan kepengurusan Bank berdasarkan prinsip kehati-hatian dan prinsip syariah.

9. Rapat Direksi telah diselenggarakan secara rutin 1 (satu) minggu sekali.
10. Direksi secara berkesinambungan telah melakukan upaya-upaya dalam memperbaiki kinerja Bank dengan memperhatikan aspek kehati-hatian dan tata kelola yang baik.
11. Direksi telah mengungkapkan kebijakan-kebijakan Bank Muamalat yang bersifat strategis di bidang kepegawaian dan mengkomunikasikan kepada pegawai mengenai arah bisnis Bank dalam rangka pencapaian misi dan visi Bank.
12. Direksi telah melaksanakan prinsip-prinsip *Good Corporate Governance* dalam setiap kegiatan usaha Bank pada seluruh tingkatan atau jenjang organisasi.

7. The appointment and/or replacement of members of the Board of Directors of Bank Muamalat are aligned with the provisions and have taken into account the recommendations of the Nomination and Remuneration Committee.
8. The Board of Directors of Bank Muamalat has accomplished its duties and functions without intervention from shareholders and is fully responsible for the implementation of the management of the Bank based on prudent principles and sharia principles.
9. Meetings of the Board of Directors are held regularly once a week.
10. The Board of Directors has made continuous efforts to improve the Bank's performance by taking into account the aspects of prudence and good governance.
11. The Board of Directors has disclosed Bank Muamalat policies that are strategic in the field of employment and communicated to employees about the direction of the Bank's business in order to achieve the Bank's mission and vision.
12. The Board of Directors has implemented the principles of Good Corporate Governance in every business activity of the Bank at all levels of the organization.

REMUNERASI DEWAN PENGAWAS SYARIAH, DEWAN KOMISARIS, DAN DIREKSI

Tata kelola remunerasi Bank Muamalat Indonesia mengacu pada peraturan Otoritas Jasa Keuangan No. 59/POJK.03/2017 tentang Penerapan Tata Kelola dalam Pemberian Remunerasi bagi Bank Umum Syariah dan Unit Usaha Syariah yang kemudian diturunkan ke dalam Surat Keputusan No. 50/R/DIR-KPTS/XI/2018 tentang Tata Kelola Pemberian Remunerasi PT Bank Muamalat Indonesia Tbk yang ditandatangani bersama oleh Komisaris Utama dan Direktur Utama pada tanggal 12 November 2018.

Kebijakan Remunerasi

Bank Muamalat Indonesia memiliki kebijakan remunerasi yang bertujuan untuk mengatur proses dan pendekatan guna menentukan remunerasi bagi seluruh Direksi, Dewan Komisaris dan karyawan berdasarkan jenis pekerjaan, prestasi kerja individu, kontribusi kepada Bank, kewajaran dengan dengan peer group dalam industri Bank, serta performance dan kemampuan Bank. Hal ini juga tidak terlepas dari ketentuan dan perundang-undangan yang berlaku.

Bank mengkaji ulang remunerasi setiap tahun dengan memperhatikan hasil analisa market dengan peer group industri Bank, kontribusi individual kepada Bank, performance serta kemampuan Bank. Termasuk di

REMUNERATION OF SHARIA SUPERVISORY BOARD, BOARD OF COMMISSIONERS AND DIRECTORS

The management of Bank Muamalat Indonesia's remuneration refers to the OJK Regulation Number 59/POJK.03/2017 on the Implementation of Governance in Providing Remuneration for Sharia Commercial Bank and Sharia Business Unitswhich was later revealed in Decree Number 50/R/DIR-KPTS/XI/2018 about the Governance of Remuneration of PT Bank Muamalat Indonesia Tbk which was signed jointly by the President Commissioner and the President Director on 12 November 2018.

Remuneration Policy

Bank Muamalat Indonesia has a remuneration policy that aims to manage the process and approach to determine remuneration for all Directors, Board of Commissioners and employees based on the type of work, individual work performance, contribution to the Bank, fairness with peer groups in the Bank industry, as well as the Bank's performance and capability. This is also inseparable from the prevailing laws and regulations.

The Bank reviews the remuneration every year by taking into account the results of market analysis with the Bank's industry peer groups, individual contributions to the Bank, performance and the ability of the Bank. This

dalamnya, menerapkan peraturan perundangan yang ada, seperti Upah Minimum Provinsi atau Upah Minimum Kota/Kabupaten.

Cakupan Kebijakan dan Implementasinya

Cakupan kebijakan pemberian remunerasi ditetapkan dengan mempertimbangkan terciptanya manajemen risiko yang efektif, stabilitas keuangan, kecukupan dan penguatan permodalan, kebutuhan likuiditas dan potensi pendapatan Bank serta kesesuaian dengan prinsip syariah. Kebijakan tersebut berlaku pada seluruh unit bisnis pada kantor pusat, kantor wilayah dan kantor cabang yang berlokasi di luar negeri.

Bank Muamalat Indonesia memberikan remunerasi yang sesuai prinsip syariah dengan memenuhi persyaratan sebagai berikut:

- Pemberian remunerasi harus mempertimbangkan kewajaran dalam harga pasar di industri sejenis dan sesuai dengan kompetensi dan kinerja karyawan.
- Pemberian remunerasi pada awal karyawan bergabung harus disepakati dan tercantum dalam sebuah kontrak kerja yang menganut asas konsensus.
- Pemberian remunerasi harus didasari kesadaran bersama bahwa bekerja merupakan bagian dari mengejar ridha Allah SWT.
- Pemberian remunerasi harus mempertimbangkan beban kerja yang diberikan kepada karyawan atau *al ghunmu bil ghurmi*.

Remunerasi Dikaitkan dengan Risiko

Bank Muamalat Indonesia senantiasa mempertimbangkan potensi risiko yang akan timbul dengan tetap memperhatikan prinsip kehati-hatian saat menentukan remunerasi kepada karyawannya. Bank telah menetapkan pihak-pihak yang menjadi *Material Risk Takers* (MRT) berdasarkan pertimbangan tertentu sesuai dengan potensi risiko yang timbul atas suatu jabatan yang dimiliki.

Dalam hal terjadi risiko akibat keputusan yang diambil, maka perusahaan berhak untuk menunda pembayaran atau tidak membayarkan remunerasi yang bersifat variabel yang belum dibayarkan kepada pihak yang telah ditetapkan sebagai MRT.

Pengukuran Kinerja Terkait Remunerasi

Bank Muamalat Indonesia telah menentukan metode pengukuran kinerja individu dan jenis risiko dalam menetapkan pemberian remunerasi sesuai skala dan kompleksitas usaha Bank. Penilaian kinerja individu ditentukan melalui target atau *Most Important Goals* (MIG) yang telah ditentukan pada awal tahun serta peninjauan pencapaian pada akhir tahun. Mekanisme

includes implementing existing laws and regulations, such as the Provincial Minimum Wage or the City/Regency Minimum Wage.

Remuneration Policy Coverage and Its Implementation

The scope of the remuneration policy is determined by taking into account the creation of effective risk management, financial stability, adequacy and strengthening of capital, liquidity requirements and potential income of the Bank as well as compliance with sharia principles. This policy applies to all business units at head office, regional offices and branch offices located overseas.

Bank Muamalat Indonesia provides remuneration in accordance with sharia principles by meeting the following requirements:

- Providing remuneration must consider fairness in market prices in similar industry and in accordance with employee competencies and performance.
- Providing remuneration at the beginning of joining employees must agreed and stated in a work contract adheres to the principle of consensus.
- Provision of remuneration must be based on that shared awareness that work is part of pursuing the pleasure of Allah
- Remuneration must consider the workload given to employees or al ghunmu bil ghurmi.

Remuneration Associated with the Risk

Bank Muamalat Indonesia always considers the potential risks that will arise while still observing the prudent principle when determining remuneration for its employees. The Bank has determined the parties to be Material Risk Takers (MRT) based on certain considerations according to the potential risks arising from a position held.

In the event of a risk due to a decision taken, the Company then has the right to delay payment or not pay variable remuneration that is not yet paid to the party that has been designated as MRT.

Performance Measurement Regarding Remuneration

Bank Muamalat Indonesia has determined the method of measuring individual performance and types of risk in determining remuneration according to the scale and complexity of the Bank's business. Individual performance appraisals are determined through targets or Most Important Goals (MIG) that have been determined at the beginning of the year as well as review of achievements at

ini telah diatur pada siklus *Performance Management System*.

Hasil dari penilaian tersebut akan digunakan dalam peninjauan remunerasi yang dilakukan secara berkala setiap tahun dengan memperhatikan kinerja individu karyawan, posisi upah terhadap struktur upah (*salary*) serta kinerja dan kemampuan Bank.

Penyesuaian Remunerasi Dikaitkan dengan Kinerja dan Risiko

Dalam memberikan remunerasi, Bank Muamalat Indonesia mengacu pada prinsip kehati-hatian, baik untuk remunerasi yang bersifat tetap maupun yang bersifat variabel. Untuk remunerasi yang bersifat variabel bagi anggota Direksi, Dewan Komisaris, anggota Dewan Pengawas Syariah harus mendapatkan persetujuan Komite Nominasi dan Remunerasi.

Sedangkan untuk karyawan penetapan remunerasi yang bersifat variabel cukup dengan persetujuan Direksi. Bagi karyawan pada unit kerja pengawasan dilakukan sesuai dengan kinerja individu dengan tetap memperhatikan objektivitas dan independensi.

Salah satu penerapan manajemen risiko remunerasi adalah ketentuan pemberian remunerasi yang bersifat variabel kepada MRT:

- Pembayaran bertahap dalam jangka waktu minimal 3 (tiga) tahun sejak pembayaran pertama.
- Penangguhan pembayaran dapat ditentukan lebih panjang dari 3 (tiga) tahun sesuai dengan potensi dan jangka waktu risiko atau *time horizon of risk*.
- Bank berhak menunda pembayaran atau tidak membayarankan remunerasi yang bersifat variabel yang belum dibayarkan apabila terbukti melakukan tindakan yang merugikan Bank berdasarkan laporan Komite Pemantau Risiko.
- Bank menetapkan jenis tindakan yang merugikan Bank seperti *fraud*, indikasi konflik kepentingan dalam pengambilan keputusan bisnis dan berdampak kepada Non-Performing Financing Bank secara keseluruhan.
- Bank dapat menunda pembayaran yang ditangguhkan (malus) kepada MRT pada kondisi tertentu.

Konsultan Terkait Remunerasi

Dalam mendapatkan data *market peer group*, Bank Muamalat menggunakan jasa konsultan Willis Tower Watson. Di mana data didapatkan melalui survei yang diikuti oleh sebagian besar industri bank di Indonesia yang menjadi *market peer group*. Konsultan akan memberikan data statistik dari market yang ikut serta yang akan digunakan sebagai referensi peninjauan remunerasi bersifat tetap dan pemberian remunerasi bersifat variabel.

the end of the year. This mechanism has been regulated in the Performance Management System cycle.

The results of the assessment will be used in the remuneration review which is done periodically every year by taking into account individual employee performance, wage position towards the wage structure as well as the performance and ability of the Bank.

Adjustment of Remuneration Associated with Performance and Risk

In remuneration provision, Bank Muamalat Indonesia refers to the principle of prudence, both for fixed and variable remuneration. For variable remuneration for members of the Board of Directors, Board of Commissioners, and members of the Sharia Supervisory Board, the Nomination and Remuneration Committee must obtain approval.

Meanwhile, for employees, variable remuneration is sufficient with the approval of the Board of Directors. For employees in the work unit, supervision is carried out in accordance with individual performance while still paying attention to objectivity and independence.

One application of remuneration risk management is provisions on granting variable remuneration to Material Risk Taker (MRT):

- Payment in stages within a minimum period of 3 (three) years since the first payment.
- The suspension of payment can be determined to be longer than 3 (three) years according to the risk potential and period or time horizon of risk.
- The Bank has the right to delay payment or not pay variable remuneration that has not been paid if it has been proven to have taken an adverse action on the basis of the Bank's Risk Monitoring Committee report.
- The Bank determines the types of actions that are detrimental to the Bank such as fraud, an indication of a conflict of interest in taking business decisions and impact on Non-Performing Bank Financing as a whole.
- Banks can delay deferred payments to the MRT under certain conditions.

Consultant Related to Remuneration

In getting market peer group data, Bank Muamalat using the services of Willis Tower Watson consultants. Where is the data obtained through surveys that are followed by most industries banks in Indonesia which are market peer groups. Consultant will provide statistical data from participating markets used as a reference for reviewing fixed remuneration and granting variable remuneration.

Paket Remunerasi dan Fasilitas yang Diterima oleh Direksi, Dewan Komisaris, dan DPS

Remuneration package and facilities received by the Directors, Board of Commissioners, and Sharia Supervisory Board

Tabel I Paket Remunerasi dan Fasilitas yang Diterima oleh Direksi, Dewan Komisaris, dan DPS

Table I Remuneration package and facilities received by the Directors, Board of Commissioners, and Sharia Supervisory Board

Jenis Remunerasi dan Fasilitas	Jumlah yang Diterima dalam 1 (Satu) Tahun Amount Received in 1 (One) Year						Remuneration Type and Facilities
	Direksi Board of Directors		Dewan Komisaris Board of Commissioners		DPS		
	Orang People	Jutaan (Rp) Million (Rp)	Orang People	Jutaan (Rp) Million (Rp)	Orang People	Jutaan (Rp) Million (Rp)	
Gaji, bonus, tunjangan rutin, tantiem, dan fasilitas lain dalam bentuk non natura*)	6	23.381,25	4	7.609,66	2	749,29	Salaries, bonuses, routine benefits, tantiem, and other facilities in non-natura form*)
Fasilitas lain dalam bentuk natura (perumahan, asuransi kesehatan, dan sebagainya) yang: a. dapat dimiliki; dan/ atau b. tidak dapat dimiliki.							Other facilities in kind (housing, health insurance, etc.) which: a. can be owned; and / or b. can't be owned.

*) Selama tahun 2015-2020, tidak ada tantiem yang dibayarkan kepada kepada pengurus (Dewan Komisaris, Dewan Pengawas Syariah dan Direksi). Hal ini sesuai dengan keputusan RUPS tersebut.
During 2015 until 2020, no bonuses were paid to the management (Board of Commissioners, Sharia Supervisory Board and Directors). This is in accordance with the resolution of the GMS.

Tabel II Paket Remunerasi yang Dikelompokkan dalam Tingkat Penghasilan yang Diterima oleh Direksi, Dewan Komisaris, dan DPS dalam 1 (Satu) Tahun

Table II. Remuneration Package Grouped in the Level of Income Received by the Directors, Board of Commissioners, and DPS in 1 (One) Year

Jumlah Remunerasi per Orang dalam 1 (satu) Tahun*)	Jumlah Anggota Direksi Total of Board of Directors	Jumlah Anggota Dewan Komisaris Total of Board of Commissioners	Jumlah Anggota DPS Total of Sharia Supervisory Board's Members	Remuneration Amount per Person in 1 (One) Year *)
> Rp2 Miliar	6	1		More than Rp2 Billion
Rp1 Miliar–Rp2 Miliar		3		More than Rp1 Billion - Rp2 Billion
Rp500 Juta–Rp1 Miliar				More than Rp500 Million - Rp1 Billion
≤ Rp500 Juta			2	Less than Equal as Rp500 Million

*) Yang diterima secara tunai

*) received in cash

Remunerasi yang Bersifat Variabel

Remunerasi yang bersifat variablel yang diberikan dalam bentuk tunai meliputi insentif dan performance bonus. Pemberian remunerasi yang bersifat variabel bagi MRT dalam bentuk tunai pada tahun pertama dan dapat diberikan dalam bentuk saham pada tahun berikutnya. Dengan syarat apabila ada opsi pemberian/pembagian saham tersedia atau bersamaan dengan tersedianya saham yang dilepas ke publik.

Variable Remuneration

Variablel remuneration provided in cash includes incentives and performance bonuses. Provision of variable remuneration for MRT in the form of cash in the first year and can be given in the form of shares the following year. With the condition that if there is an option distribution of shares available or concurrently with availability shares released to the public.

Tabel Jumlah Direksi, Dewan Komisaris, DPS, dan Pegawai yang Menerima Remunerasi yang Bersifat Variabel Selama 1 (Satu) Tahun dan Total Nominal Remunerasi yang Bersifat Variabel yang Diterima

Table number of Directors, Board of Commissioners, DPS, and Employees Receiving Variable Remuneration for 1 (One) Year and Total Nominal Remuneration Variable Accepted

Remunerasi yang Bersifat Variabel	Jumlah yang Diterima dalam 1 (Satu) Tahun / Amount Received in 1 (One) Year						Remuneration Type and Facilities
	Direksi / Board of Directors		Dewan Komisaris / Board of Commissioners		DPS		
	Orang / People	Jutaan (Rp) / Million (Rp)	Orang / People	Jutaan (Rp) / Million (Rp)	Orang / People	Jutaan (Rp) / Million (Rp)	
Total	–	–	–	–	–	–	Total

Jabatan dan Jumlah Pihak yang Dijadikan *Material Risk Taker*

Bank Muamalat Indonesia menetapkan posisi/jabatan yang termasuk ke dalam kategori MRT, mengacu kepada kriteria POJK No. 59/POJK.03.2017, di antaranya:

- Dewan Komisaris
- Direksi
- Pejabat setingkat Chief
- Karyawan yang mendapatkan remunerasi yang bersifat variabel dengan jumlah sama dengan atau lebih besar dari Rp650.000.000 (enam ratus lima puluh juta rupiah).

Title and Total of Parties Appointed Material Risk Taker

Bank Muamalat Indonesia determines the position that is included in the MRT category, referring to the POJK Number 59/POJK.03.2017, including:

- Board of Commissioners
- Board of Directors
- Chief-level official
- Employees who get variable remuneration with an amount equal to or greater than Rp650,000,000 (six hundred fifty million rupiah).

Share Option

Bank Muamalat Indonesia tidak menerbitkan program share option untuk Direksi, Dewan Komisaris dan karyawan sepanjang tahun 2020.

Share Option

Bank Muamalat Indonesia does not issue share option programs for Directors, Board of Commissioners and employees throughout 2020:

Tabel Jumlah Pegawai yang Terkena Pemutusan Hubungan Kerja dan Total Nominal Pesangon yang Dibayarkan

Total of Employees Affected by Termination of Employment and Total Nominal Severance Paid

Jabatan / Position	Nama / Name	Jumlah yang Diterima dalam 1 (Satu) Tahun / Amount Received in 1 (One) Year				
		Jumlah Saham yang Dimiliki (lembar saham) / People	Yang Diberikan (lembar saham) / Million (Rp)	Yang Telah Dieksekusi (lembar saham) / People	Harga Opsi (Rp) / Million (Rp)	Jangka Waktu / People
Direksi | Board of Directors		–	–	–	–	–
Dewan Komisaris | Board of Commissioners		–	–	–	–	–
DPS | Sharia Supervisory Board		–	–	–	–	–
Pejabat Eksekutif | Executive Officer		–	–	–	–	–
Total		–	–	–	–	–

Rasio Gaji Tertinggi dan Terendah

Rasio gaji tertinggi dan terendah sesuai grade maksimum masing-masing karyawan di Bank Muamalat Indonesia adalah sebagai berikut:

Highest and Lowest Salary Ratio

The ratio of the highest and lowest salaries at Bank Muamalat according to grade each employee's maximum is listed as follows:

Rasio Gaji Tertinggi : Terendah	41,7 : 1,0	Highest and Lowest Employee Salary Ratio
Rasio Gaji Direksi Tertinggi : Terendah	2,4 : 1,0	Highest and Lowest Board of Directors Salary Ratio
Rasio Gaji Komisaris Tertinggi : Terendah	1,1 : 1,0	Highest and Lowest Board of Commissioners Salary Ratio
Rasio Gaji Direksi Tertinggi : Karyawan Tertinggi	2,3 : 1,0	Highest Salary Ratio of Directors and Highest Employees

Jumlah Pegawai yang Terkena Pemutusan Hubungan Kerja dan Total Nominal Pesangon yang Dibayarkan

Number of Employees Affected by Termination of Employment and Total Nominal Severance Paid

Jumlah Nominal Pesangon yang dibayarkan per Orang dalam 1 (Satu) Tahun	Jumlah Pegawai Total Employee	Nominal amount of severance paid per person in 1 (one) year
> Rp1.000.000.000,00	–	More than Rp1,000,000,000
Rp500.000.000,00–Rp1.000.000.000,00	–	More than Rp500,000,000 - Rp1,000,000,000
≤ Rp500.000.000,00	12	Less than equal Rp500,000,000

Jumlah Remunerasi Variabel yang Ditangguhkan

Bank Muamalat Indonesia tidak memberikan remunerasi yang bersifat variabel yang diberikan dan ditangguhkan sepanjang tahun 2020.

Total Suspended Variable Remuneration

Bank Muamalat Indonesia does not provide variable remuneration which was granted and suspended during 2020.

Jumlah Remunerasi yang Diberikan dalam Satu Tahun

Amount of Remuneration Given in One Year

Remunerasi yang Bersifat Tetap	Keterangan	Description	Permanent Remuneration
Tunai	Rp114.164.426.143		Cash
Saham/Instrumen yang Berbasis Saham yang Diterbitkan Bank	Nihil/Nil		Stock/Instrument based on Shares That are Bank Issued
Remunerasi yang Bersifat Variabel	**Tidak Ditangguhkan** Not Suspended	**Ditangguhkan** Suspended	**Variable Remuneration**
Tunai	Nihil/Nil	Nihil/Nil	Cash
Saham/Instrumen yang Berbasis Saham yang Diterbitkan Bank	Nihil/Nil	Nihil/Nil	Stock/Instrument based on Shares That are Bank Issued

Informasi Kuantitatif

Berikut adalah informasi kuantitatif untuk MRT, yang mencakup:

1. Total sisa Remunerasi yang masih ditangguhkan, baik yang terekspos penyesuaian implisit maupun eksplisit;
2. Total pengurangan Remunerasi yang disebabkan karena penyesuaian eksplisit selama periode laporan; dan
3. Total pengurangan Remunerasi yang disebabkan karena penyesuaian implisit selama periode laporan.

Quantitative Information

The following is quantitative information for MRT, which includes:

1. The total remaining Remuneration that is still suspended is either exposed;
2. Total total reduction in Remuneration caused by explicit adjustments during the reporting period; and
3. Total reduction in Remuneration caused by implicit adjustments during the reporting period.

Jenis Remunerasi yang Bersifat Variabel*)	Sisa yang Masih Ditangguhkan Remaining Suspended	Total Pengurangan selama Periode Laporan Total Deduction During Report Period			Type of Variable Remuneration
		Disebabkan Penyesuaian Eksplisit (A) Caused by Explicit Adjustment (A)	Disebabkan Penyesuaian Implisit (B) Caused by Implicit Adjustment (B)	Total (A)+(B)	
Tunai	Nihil/Nil	Nihil/Nil	Nihil/Nil	Nihil/Nil	Cash (in Million Rp)
Saham/Instrumen yang berbasis saham yang diterbitkan Bank (dalam lembar saham dan nominal juta rupiah yang merupakan konversi dari lembar saham tersebut	Nihil/Nil	Nihil/Nil	Nihil/Nil	Nihil/Nil	Stock/Instrument based shares issued by the Bank (in shares and par. million rupiah which is a conversion of the stock sheet)

*) hanya untuk MRT

*) Only for MRT

RAPAT DEWAN PENGAWAS SYARIAH, DEWAN KOMISARIS, DAN DIREKSI

Rapat Dewan Pengawas Syariah

Kebijakan Rapat

Penyelenggaraan rapat Dewan Pengawas Syariah Bank Muamalat Indonesia setidak-tidaknya 1 (satu) kali dalam 1 (satu) bulan. Hal itu mengacu Sesuai Peraturan Bank Indonesia No. 11/33/PBI/2009 tentang Pelaksanaan *Good Corporate Governance* bagi Bank Umum Syariah dan Unit Usaha Syariah dan *Board Manual* Bank Muamalat Indonesia serta Pedoman Kerja Dewan Pengawas Syariah.

Sementara itu, terkait dengan pengambilan keputusan rapat Dewan Pengawas Syariah dilakukan berdasarkan musyawarah mufakat. Apabila dalam proses pengambilan keputusan terdapat perbedaan pendapat, maka perbedaan pendapat tersebut dapat dicantumkan dalam risalah rapat beserta alasannya. Khusus rapat Dewan Pengawas Syariah untuk mengeluarkan opini Syariah baik untuk produk maupun aktivitas harus dihadiri dan diputuskan oleh seluruh anggota DPS.

Rapat Dewan Pengawas Syariah terdiri dari Rapat Internal Dewan Pengawas Syariah dan Rapat Dewan Pengawas Syariah bersama organ Bank Muamalat Indonesia dan/atau bersama Sharia Compliance. Rapat Dewan Pengawas Syariah diadakan di tempat kedudukan Bank Muamalat Indonesia atau di tempat lain dalam wilayah Republik Indonesia. Pemanggilan rapat Dewan Pengawas Syariah dilakukan oleh Ketua atau oleh salah seorang anggota Dewan Pengawas Syariah atau Sharia Compliance yang bertindak sebagai *liaison officer*.

Hasil rapat DPS wajib dituangkan dalam risalah rapat dan didokumentasikan dengan baik. Seluruh keputusan

MEETING OF THE SHARIA SUPERVISORY BOARD, THE BOARD OF COMMISSIONERS, AND THE BOARD OF DIRECTORS

Meeting of Sharia Supervisory Board

Meeting Policy

Conducting a meeting of the Sharia Supervisory Board of Bank Muamalat Indonesia at least 1 (one) time in 1 (one) month. This refers to Bank Indonesia's Regulation Number 11/33/PBI/2009 on the Implementation of Good Corporate Governance for Sharia Commercial Bank and Sharia Business Unit and the Board Manual of Bank Muamalat Indonesia and the Work Guidelines for the Sharia Supervisory Board.

Meanwhile, in relation to the decision-making of the Sharia Supervisory Board meeting, it executed out based on deliberation to reach a consensus. If there is a difference in opinion in the decision-making process, the difference of opinion can be stated in the minutes of the meeting along with the reasons. Specifically for the Sharia Supervisory Board's meeting to issue Sharia opinions for both products and activities, all members of the Sharia Supervisory Board (DPS) must attend and decide.

Sharia Supervisory Board's Meetings consist of Sharia Supervisory Board's Internal Meetings and Sharia Supervisory Board's Meetings with Bank Muamalat Indonesia organs and/or with Sharia Compliance. Sharia Supervisory Board meetings are held at the domicile of Bank Muamalat Indonesia or at other place within the territory of the Republic of Indonesia. Summons to the Sharia Supervisory Board meeting are done by the Chairperson or by a member of the Sharia Supervisory Board or Sharia Compliance who acts as a liaison officer.

The results of the DPS meeting must be recorded in the minutes of the meeting and well documented. All DPS

DPS yang dituangkan dalam risalah rapat merupakan keputusan bersama seluruh anggota Dewan Pengawas Syariah. Materi-materi yang dibahas dalam rapat Dewan Pengawas Syariah sesuai *Board Manual* Bank Muamalat Syariah antara lain:

1. Hal-hal yang berkaitan dengan pengembangan produk baru dan hasil *review* produk yang telah ada antara lain mengenai tujuan, karakteristik dan akad yang digunakan sesuai dengan prinsip syariah.
2. Pengajuan aktivitas baru dan *review* aktivitas Bank yang telah berjalan dari aspek syariah.
3. Permasalahan yang timbul akibat aktivitas Bank yang membutuhkan opini dari DPS.
4. Hasil temuan syariah dari auditor, baik auditor eksternal maupun auditor internal.

Pelaksanaan Rapat

Sepanjang tahun buku 2020, Dewan Pengawas Syariah menggelar rapat sebanyak 15 rapat dengan rincian sebagai berikut.

decisions as outlined in the minutes of the meeting are joint decisions of all members of the Sharia Supervisory Board. The materials discussed in the Sharia Supervisory Board meeting in accordance with the Board Manual of Bank Muamalat Syariah include:

1. Matters relating to the development of new products and the results of existing product reviews, among others, regarding the objectives, characteristics and contracts used in accordance with sharia principles.
2. Submission of new activities and review of existing Bank activities from the aspect of sharia.
3. Problems arising from the Bank's activities requiring an opinion from DPS.
4. Sharia findings from auditors, both external auditors and internal auditors.

Implementation of Meeting

Throughout the 2020 financial year, the Sharia Supervisory Board held 15 meetings with the following details.

Agenda Rapat Dewan Pengawas Syariah / Sharia Supervisory Board Meeting Agenda

No	Tanggal Date	Agenda	Peserta Rapat Meeting Participant
1	Senin, 13 Januari 2020 Monday, January 13, 2020	1. Teknis Pelaksanaan Subrogasi Syariah Asset KPR 2. Laporan Konsultasi Syariah Periode Bulan Oktober-Desember 2019 1. Technical Implementation of KPR Asset Sharia Subrogation 2. Sharia Consultation Report for the Period of October - December 2019	DPS 1. Drs. H. Sholahudin Al-Aiyub, M.Si 2. Hj. Siti Haniatunnisa, LLB, MH BOD 1. Andri Donny 2. Avianto Istihardjo
2	Senin, 17 Februari 2020 Monday, February 17, 2020	1. Biaya Penutupan Rekening 2. Penggantian Hadiah dalam Penghimpunan Dana 3. Pembahasan Akad MMQ-IMFD 1. Account Closing Fee 2. Replacement of Prizes in Raising Funds 3. Discussion on the MMQ-IMFD Agreement	DPS 1. Drs. H. Sholahudin Al-Aiyub, M.Si 2. Hj. Siti Haniatunnisa, LLB, MH BOD 1. Andri Donny
3	Jumat, 6 Maret 2020 Friday, March 6, 2020	1. Skema Ijarah Paralel 2. Pembahasan Mengenai Biaya Penggantian Hadiah, Biaya Penutupan Rekening, dan Biaya Administrasi Kartu 1. Parallel Ijarah Scheme 2. Discussion Regarding Reward Replacement Fee, Account Closing Fee, and Card Administration Fee	DPS 1. Drs. H. Sholahudin Al-Aiyub, M.Si 2. Hj. Siti Haniatunnisa, LLB, MH BOD 1. Andri Donny 2. Avianto Istihardjo
4	Kamis, 23 April 2020 Thursday, April 23, 2020	1. Penjadwalan Kembali Tagihan Murabahah (Restrukturisasi Nasabah Terimbas COVID-19) 2. *Fee* Kafalah Pada Skema LC, SKBDN dan BG 1. Rescheduling of Murabahah Bills (Restructuring of Covid-Affected Customers) 2. Kafalah Fee in LC, SKBDN and BG Scheme	DPS 1. Drs. H. Sholahudin Al-Aiyub, M.Si 2. Hj. Siti Haniatunnisa, LLB, MH BOD 1. Andri Donny 2. Avianto Istihardjo
5	Senin, 18 Mei 2020 Monday, May 18, 2020	1. Digital Akad 2. Laporan Konsultasi Syariah Januari-April 2020 1. Digital Contract 2. Sharia Consultation Report January-April 2020	DPS 1. Drs. H. Sholahudin Al-Aiyub, M.Si 2. Hj. Siti Haniatunnisa, LLB, MH BOD 1. Andri Donny 2. Avianto Istihardjo
6	Senin, 29 Juni 2020 Monday, June 29, 2020	1. Alternatif Penggunaan Asuransi Pembiayaan 1. Alternative Use of Insurance Financing	DPS 1. Drs. H. Sholahudin Al-Aiyub, M.Si 2. Hj. Siti Haniatunnisa, LLB, MH BOD 1. Andri Donny 2. Avianto Istihardjo

No	Tanggal Date	Agenda	Peserta Rapat Meeting Participant
7	Selasa, 30 Juni 2020 Tuesday, June 30, 2020	1. Porsi Syirkah dalam Jadwal Angsuran MMQ 2. *Supply Chain Financing* Al Kafalah 1. Portion of Syirkah in the MMQ Installment Schedule 2. Supply Chain Financing Al Kafalah	DPS 1. Drs. H. Sholahudin Al-Aiyub, M.Si 2. Hj. Siti Haniatunnisa, LLB, MH BOD 1. Andri Donny
8	Senin, 27 Juli 2020 Monday, July 27, 2020	1. Alternatif Pemenuhan Penggunaan Dana Akad Murabahah 1. Alternatives to Fulfill the Use of Murabahah Funds	DPS 1. Drs. H. Sholahudin Al-Aiyub, M.Si 2. Hj. Siti Haniatunnisa, LLB, MH BOD 1. Andri Donny 2. Avianto Istihardjo
9	Selasa, 18 Agustus 2020 Tuesday, August 18, 2020	1. Cakupan Objek Pembiayaan dalam Skema Mudharabah Muqayyadah 2. Usulan Revisi Panduan Seleksi Syariah dalam Pembiayaan 1. Scope of the Object of Financing in the Mudharabah Muqayyadah Scheme 2. Proposed Revision of Selection Guidelines for Sharia in Financing	DPS 1. Drs. H. Sholahudin Al-Aiyub, M.Si 2. Hj. Siti Haniatunnisa, LLB, MH BOD 1. Andri Donny 2. Avianto Istihardjo
10	Jumat, 4 September 2020 Friday, September 4, 2020	1. Komponen Biaya Administrasi dan Perhitungan Ujrah Produk Vendor *Payment* iB 2. *Review* Standar Akad Pembiayaan 1. Components of Administrative Costs and Calculation of iB Payment Vendor Product Ujrah 2. Review of Financing Contract Standards	DPS 1. Drs. H. Sholahudin Al-Aiyub, M.Si 2. Hj. Siti Haniatunnisa, LLB, MH
11	Kamis, 24 September 2020 Thursday, September 4, 2020	1. *Review* Sharia atas Standar Akad Pembiayaan Revisi 2020 1. Sharia Review of the Revised 2020 Financing Contract Standard	DPS Drs. H. Sholahudin Al-Aiyub, M.Si
12	Senin, 28 September 2020 Monday, September 28, 2020	1. Penyampaian *Draft* Buku Panduan Seleksi Syariah pada Pembiayaan dan Penghimpunan Dana 2. Update Mekanisme Pelaksanaan Uji Petik DPS 3. *Review* Sharia *Draft Script* Akad pada Produk Pembiayaan EBP (*Employee Benefit Program*) 1. Submission of Draft Guidelines for Sharia Selection on Financing and Funds Raising 2. Update on DPS sampling implementation mechanism 3. Review Sharia Draft Script Akad on EBP (Employee Benefit Program) Financing Products	DPS 1. Drs. H. Sholahudin Al-Aiyub, M.Si 2. Hj. Siti Haniatunnisa, LLB, MH BOD 1. Andri Donny
13	Jumat, 23 Oktober 2020 Friday, October 23, 2020	1. Pembahasan *Draft* Panduan Seleksi Syariah dalam Kerja Sama dengan Pihak Ketiga 2. Pembahasan Lanjutan Standar Akad Pembiayaan 1. Discussion on the Draft Sharia Selection Guidelines in Collaboration with Third Parties 2. Further Discussion on Financing Contract Standard	DPS 1. Drs. H. Sholahudin Al-Aiyub, M.Si 2. Hj. Siti Haniatunnisa, LLB, MH BOD 1. Andri Donny 2. Avianto Istihardjo
14	Senin, 23 November 2020 Monday, November 23, 2020	1. Permohonan Opini DPS atas Pengajuan BMI sebagai Bank Penyimpan Dana Margin 2. Update Pelaksanaan Uji Petik DPS 3. Pembahasan *Draft Script* Akad Multiguna 1. Request for SSB Opinion on BMI Application as Margin Fund Depository Bank 2. Update on the DPS sampling test 3. Discussion on Multipurpose Agreement Draft Script	DPS 1. Drs. H. Sholahudin Al-Aiyub, M.Si 2. Hj. Siti Haniatunnisa, LLB, MH BOD 1. Andri Donny
15	Senin, 21 Desember 2020 Monday, December 21, 2020	1. Pembahasan Lanjutan Standar Akad Pembiayaan 1. Further Discussion of Financing Contract Standards	DPS 1. Drs. H. Sholahudin Al-Aiyub, M.Si 2. Hj. Siti Haniatunnisa, LLB, MH BOD 1. Andri Donny 2. Avianto Istihardjo

Frekuensi Rapat dan Tingkat Kehadiran Dewan Pengawas Syariah

Meeting Frequency and Attendance Level of the Sharia Supervisory Board

No	Nama Name	Jabatan Position	Jumlah Rapat Total Meeting	Jumlah Kehadiran Total Attendance	Persentase Kehadiran (%) Attendance Percentage (%)
1	Drs. H. Sholahudin Al Aiyub, M.Si	Ketua Chairman	15	15	100
2	Hj. Siti Haniatunnisa,LLB., MH	Anggota Member	15	14	93

Rapat Dewan Komisaris

Kebijakan Rapat

Kebijakan rapat Dewan Komisaris Bank Muamalat Indonesia mengacu pada Peraturan OJK No. 33/POJK.04/2014, Anggaran Dasar Perseroan dan *Board Manual* Bank Muamalat Indonesia. Dewan Komisaris wajib mengadakan rapat paling kurang 1 (satu) kali dalam 2 (dua) bulan.

Dewan Komisaris dapat mengadakan rapat sewaktu-waktu atas permintaan 1 (satu) atau beberapa anggota Dewan Komisaris, permintaan Direksi, atau atas permintaan tertulis dari 1 (satu) atau beberapa Pemegang Saham yang mewakili sekurang-kurangnya 1/10 (satu persepuluh) dari jumlah saham dengan hak suara, dengan menyebutkan hal-hal yang akan dibicarakan.

Sekretaris Dewan Komisaris bertugas untuk mengatur rapat, mulai dari menyiapkan agenda dan materi hingga pencatatan risalah rapat sebagai bukti yang sah untuk para anggota Dewan Komisaris apabila terjadi dissenting opinions dan sebagai dokumentasi untuk pihak ketiga mengenai keputusan yang diambil dalam rapat.

Pelaksanaan Rapat

Sepanjang tahun buku 2020, Dewan Komisaris menggelar rapat sebanyak 18 (delapan belas) rapat, termasuk 2 (dua) rapat Dewan Komisaris Entitas Utama, dengan rincian sebagai berikut.

Meeting of Board of Commissioners

Meeting Policy

The policy for the meeting of the Board of Commissioners of Bank Muamalat Indonesia refers to OJK Regulation Number 33/POJK.04/2014, the Company's Articles of Association and the Board Manual of Bank Muamalat Indonesia. The Board of Commissioners must hold a meeting at least 1 (one) time in 2 (two) months.

The Board of Commissioners may hold a meeting at any time at the request of 1 (one) or several members of the Board of Commissioners, at the request of the Board of Directors, or at the written request of 1 (one) or several Shareholders who represent at least 1/10 (one tenth) of the total number of shares with voting rights, stating the matters to be discussed.

The Secretary of the Board of Commissioners is in charge of arranging meetings, starting from preparing agendas and materials to recording minutes of meetings as valid evidence for members of the Board of Commissioners in the event of dissenting opinions and as documentation for third parties regarding decisions made at the meeting.

Implementation of Meetings

Throughout the 2020 financial year, the Board of Commissioners held 18 (eighteen) meetings, including 2 (two) meetings of the Board of Commissioners of the Main Entity, with details as follows.

No	Tanggal Date	Agenda	Peserta Rapat Meeting Participant
1	Senin, 10 Februari 2020 Monday, February 10, 2020	1. Penunjukan Pelaksana Tugas & Definitif Head of Internal Audit 1. Appointment of Acting Officer & Definitive Head of Internal Audit	BOC 1. Iggi H. Achsien 2. Edy Setiadi Peserta Undangan 1. Achmad K. Permana 2. Andri Donny 3. Riksa Prakoso

No	Tanggal Date	Agenda	Peserta Rapat Meeting Participant
2	Rabu, 11 Maret 2020 Wednesday, March 11, 2020	1. Komite Audit (AC) - Laporan Kerja tahun 2019 dan Rencana Kerja tahun 2020 2. Komite Pemantau Risiko (ROC) - Laporan Kerja tahun 2019 dan Rencana Kerja tahun 2020 3. Komite Nominasi & Remunerasi (NRC) - Laporan Kerja tahun 2019 dan Rencana Kerja tahun 2020 4. Penunjukan Anggota Komite (Komite Tata Kelola Terintegrasi, Komite Tata Kelola, dan Komite Pemantau Risiko) 1. Audit Committee (AC) - 2019 Work Report and 2020 Work Plan 2. Risk Monitoring Committee (ROC) - 2019 Work Report and 2020 Work Plan 3. Nomination & Remuneration Committee (NRC) - 2019 Work Report and 2020 Work Plan 4. Appointment of Committee Members (Integrated Governance Committee, Governance Committee, and Risk Monitoring Committee)	BOC 1. Ilham A. Habibie 2. Iggi H. Achsien 3. Edy Setiadi 4. Abdulsalam Al Saleh* 5. Mohamed Hedi Mejai* Peserta Undangan 1. Dwi Sasongko 2. Tindomora Siregar 3. Dece Kurniadi 4. Riksa Prakoso 5. Dyah Ekowati
3	Selasa, 24 Maret 2020 Tuesday, March 24, 2020	Update Right Issue	BOC 1. Ilham A. Habibie 2. Iggi H. Achsien 3. Edy Setiadi 4. Mohamed Hedi Mejai* Peserta Undangan: 1. Moh Ibrahim Ismail 2. Moh Umair Husain 3. Abdulwahhab Abed 4. Achmad K. Permana 5. Andri Donny 6. Herry Syafril
4	Kamis, 2 April 2020 Thursday, April 2, 2020	Update Right Issue	BOC: 1. Ilham A. Habibie 2. Edy Setiadi 3. Mohamed Hedi Mejai* Peserta Undangan: 1. Moh Ibrahim Ismail 2. Moh Umair Husain 3. Abdulwahhab Abed 4. Achmad K. Permana 5. Andri Donny 6. Herry Syafril
5	Kamis, 16 April 2020 Thursday, April 16, 2020	1. Laporan Penanganan BMI terhadap COVID-19 2. BOC Update Lainnya 1. Report on the Handling of BMI against COVID 19 2. Other BOC Update	BOC 1. Ilham A. Habibie 2. Edy Setiadi 3. Abdulsalam Al Saleh* 4. Mohamed Hedi Mejai* Peserta Undangan 1. Achmad K. Permana 2. Andri Donny 3. Avianto 4. Awaldi
6	Kamis, 30 April 2020 Thursday, April 30, 2020	Perkembangan Terakhir BMI Recent Developments of BMI	BOC 1. Ilham A. Habibie 2. Iggi H. Achsien 3. Edy Setiadi 4. Abdulsalam Al Saleh* 5. Mohamed Hedi Mejai* Peserta Undangan 1. Achmad K. Permana 2. Andri Donny 3. Avianto 4. Hery Syafril
7	Kamis, 14 Mei 2020 Thursday, May 14, 2020	1. Update Surat Balasan OJK atas Surat Al Falah 2. Update RUPST 3. Update Likuiditas 1. Update OJK's Reply to Surat Al Falah 2. Update the AGMS 3. Liquidity Update	BOC 1. Ilham A. Habibie 2. Iggi H. Achsien 3. Edy Setiadi 4. Mohamed Hedi Mejai* (POA to IAH) Peserta Undangan 1. Achmad K. Permana 2. Andri Donny 3. Avianto

No	Tanggal Date	Agenda	Peserta Rapat Meeting Participant
8	Rabu, 20 Mei 2020 Wednesday, May 20, 2020	Perkembangan Terakhir BMI Recent Developments of BMI	BOC 1. Ilham A. Habibie 2. Iggi H. Achsien 3. Edy Setiadi 4. Mohamed Hedi Mejai* (POA to IAH) Peserta Undangan: 1. Achmad K. Permana 2. Andri Donny 3. Moh Umair Husain
9	Kamis, 18 Juni 2020 Thursday, June 18, 2020	1. Perkembangan Terakhir BMI 2. *Update* Likuiditas 1. Recent Developments of BMI 2. Liquidity Update	BOC 1. Ilham A. Habibie 2. Edy Setiadi 3. Abdulsalam Al Saleh* (POA to IAH) 4. Mohamed Hedi Mejai* (POA to IAH) Peserta Undangan 1. Andri Donny 2. Avianto 3. Irvan Y. Noor
10	Rabu, 24 Juni 2020 Wednesday, June 24, 2020	1. *Update* Likuiditas 2. Media *Update* 1. Liquidity Update 2. Media Update	BOC 1. Ilham A. Habibie 2. Iggi H. Achsien 3. Edy Setiadi Peserta Undangan 1. Achmad K. Permana 2. Purnomo B. Soetadi 3. Avianto 4. Irvan Y. Noor
11	Kamis, 6 Agustus 2020 Thursday, August 6, 2020	1. GMS *Update* 2. Perkembangan Terakhir BMI 1. GMS Update 2. Recent Developments of BMI	BOC: 1. Ilham A. Habibie 2. Iggi H. Achsien 3. Edy Setiadi Peserta Undangan 1. Achmad K. Permana 2. Hery Syafril 3. Andri Donny 4. Avianto 5. Moh Ibrahim Ismail 6. Moh Umair Husain 7. Abdulwahhab Abed
12	Jumat, 14 Agustus 2020 Friday, August 14, 2020	Skema Asuransi Insurance Scheme	BOC 1. Ilham A. Habibie 2. Iggi H. Achsien Peserta Undangan 1. Achmad K. Permana 2. Hery Syafril 3. Andri Donny
13	Selasa, 13 Oktober 2020 Tuesday, October 13, 2020	Top 10 Customer	BOC 1. Ilham A. Habibie 2. Iggi H. Achsien 3. Edy Setiadi Peserta Undangan 1. Achmad K. Permana 2. Hery Syafril 3. Andri Donny 4. Avianto
14	Senin, 13 November 2020 Monday, November 13, 2020	1. Approval of 2021 Business Plan 2. BMI's Lastest Development 3. BOC Member Updates	BOC 1. Ilham A. Habibie 2. Iggi H. Achsien 3. Edy Setiadi Peserta Undangan 1. Achmad K. Permana 2. Hery Syafril 3. Andri Donny 4. Avianto
15	Selasa, 1 Desember 2020 Tuesday, December 1, 2020	1. Insurance for Financing 2. Update 0f 2020 AML & CFT Program 3. Update lainnya (BOC Member & 2021 BOC Taxonomy)	BOC 1. Ilham A. Habibie 2. Iggi H. Achsien 3. Edy Setiadi Peserta Undangan 1. Achmad K. Permana 2. Hery Syafril 3. Andri Donny 4. Avianto

No	Tanggal Date	Agenda	Peserta Rapat Meeting Participant
16	Rabu, 30 Desember 2020 Wednesday, December 30, 2020	Corporate Action Update (include letter from shareholder)	BOC 1. Ilham A. Habibie 2. Iggi H. Achsien 3. Edy Setiadi 4. Mohamed Hedi Mejai* (POA to IAH) Peserta Undangan 1. Achmad K. Permana 2. Hery Syafril 3. Andri Donny 4. Moh Umair Husain 5. Ali Chatti
Rapat Dewan Komisaris Entitas Utama **Main Entity Board of Commissioners Meeting**			
17	Kamis, 25 Juni 2020 Thursday, June 25, 2020	ALIF Update	BOC 1. Ilham A. Habibie 2. Edy Setiadi 3. Abdulsalam Al Saleh* 4. Mohamed Hedi Mejai* Peserta Undangan 1. Achmad K. Permana 2. Andri Donny 3. Purnomo B. Soetadi 4. Afrid Wibisono
18	Kamis, 8 Oktober 2020 Thursday, October 8, 2020	ALIF Update	BOC 1. Ilham A. Habibie 2. Iggi H. Achsien 3. Edy Setiadi Peserta Undangan 1. Achmad K. Permana 2. Andri Donny 3. Purnomo B. Soetadi 4. Afrid Wibisono

*) Belum efektif menjabat sebagai Komisaris
Not yet effective served as Commissioner

Frekuensi Rapat dan Tingkat Kehadiran Dewan Komisaris

Berikut adalah frekuensi rapat dan tingkat kehadiran Dewan Komisaris.

Meeting Frequency and Attendance Level of the Board of Commissioners

The following is the meeting frequency and attendance level of the Board of Commissioners.

No	Nama Name	Jabatan Position	Jumlah Rapat Total Meeting	Jumlah Kehadiran Total Attendance	Persentase Kehadiran (%) Attendance Percentage (%)
1	Ilham A. Habibie	Komisaris Utama/Komisaris Independen President Commissioner/ Independent Commissioner	18	17	94
2	Iggi H. Achsien	Komisaris Independen Independent Commissioner	18	14	78
3	Edy Setiadi	Komisaris Independen Independent Commissioner	18	17	94
4	Mohamed Hedi Mejai*)	Komisaris Commissioner	18	10	56
5	Abdulsalam Mohammad Joher Al-Saleh*)	Komisaris Commissioner	18	5	28

*) Belum efektif menjabat sebagai Komisaris
Not yet effective served as Commissioner

Rapat Direksi

Kebijakan Rapat

Kebijakan rapat Direksi Bank Muamalat Indonesia mengacu pada Peraturan Otoritas Jasa Keuangan No. 33/POJK.04/2014, Anggaran Dasar Perseroan dan Board Manual Bank Muamalat Indonesia. Dari aturan tersebut, Direksi diwajibkan mengadakan rapat secara berkala paling kurang 1 (satu) kali dalam setiap bulan.

Dalam rapat Direksi, Direksi dapat mengambil berbagai keputusan bisnis, mengevaluasi kinerja Bank dan menetapkan berbagai kebijakan dalam pengurusan Bank. Rapat Direksi dilakukan berdasarkan prinsip-prinsip sebagai berikut:

1. Penyelenggaraan Rapat Direksi dapat dilakukan setiap waktu apabila:
   a. Dipandang perlu oleh seorang atau lebih anggota Direksi.
   b. Atas permintaan tertulis dari seorang atau lebih anggota Dewan Komisaris.
2. Pemanggilan Rapat Direksi harus dilakukan oleh anggota Direksi yang berhak mewakili Direksi menurut ketentuan Anggaran Dasar.
3. Pengambilan keputusan dilakukan secara musyawarah untuk mufakat dan/atau pengambilan suara, akan dianggap sah apabila rapat dihadiri oleh lebih dari setengah jumlah Direksi
4. Risalah rapat dibuat oleh Seretaris Perusahaan dan ditandatangani oleh seluruh anggota Direksi yang hadir untuk disimpan dan tersedia sewaktu-waktu diminta oleh Dewan Komisaris
5. Perbedaan pendapat (dissenting opinions) yang terjadi dalam rapat harus dicantumkan didalam risalah rapat beserta alasannya

Pelaksanaan Rapat

Sepanjang tahun buku 2020, Direksi menggelar rapat sebanyak 51 (lima puluh satu) rapat dengan rincian sebagai berikut.

Board of Directors Meeting

Meeting Policy

The policy for the Board of Directors' meeting of Bank Muamalat Indonesia refers to the OJK Regulation Number 33/POJK.04/2014, the Company's Articles of Association and the Board Manual of Bank Muamalat Indonesia. Based on these regulations, the Board of Directors is required to hold regular meetings at least 1 (one) time every month.

In the Board of Directors' meeting, the Board of Directors can make various business decisions, evaluate the performance of the Bank and establish various policies in the management of the Bank. Board of Directors' meetings are held based on the following principles:

1. The Board of Directors' Meeting can be held at any time if:
   a. Deemed necessary by one or more members of the Board of Directors.
   b. Upon a written request from one or more members of the Board of Commissioners.
2. Summons to the Board of Directors Meeting must be made by a member of the Board of Directors who is entitled to represent the Board of Directors according to the provisions of the Articles of Association.
3. Decisions made by deliberation to reach consensus and/or voting, will be considered valid if the meeting is attended by more than half of the total number of Directors.
4. Minutes of meeting are made by the Seretaris of the Company and signed by all members of the Board of Directors who are present for safekeeping and available at any time requested by the Board of Commissioners.
5. Dissenting opinions that occurred in the meeting must be stated in the minutes of the meeting along with the reasons thereof.

Meeting Implementation

Throughout the 2020 financial year, the Board of Directors held 51 (fifty one) meetings with the following details.

No	Tanggal Date	Agenda	Agenda	Peserta Rapat Meeting Participant
1	Selasa, 14 Januari 2020 Tuesday, January 14, 2020	1. BOD *Action Points* 2. *Media Update* 3. Persiapan *Townhall Meeting* 4. *Redefining Our Vision Mission* 5. *Update* Penanggulangan Banjir 6. *Latest Update of* OJK *Meeting* 7. *Financial Highlights* Desember 2019 8. BOD *Other Update*	1. BOD Action Points 2. Media Update 3. Preparation of Townhall Meeting 4. Redefining Our Vision Mission 5. Flood Management Update 6. Latest Update on OJK Meeting 7. Financial Highlights December 2019 8. BOD's Other Updates	Achmad K. Permana Purnomo B. Soetadi Hery Syafril Awaldi Andri Donny Avianto Istihardjo Riksa Prakoso (CHCO) Irvan Y. Noor (CCBO)

No	Tanggal Date	Agenda	Agenda	Peserta Rapat Meeting Participant
2	Selasa, 21 Januari 2020 Tuesday, January 21, 2020	1. BOD Action Points 2. Media Update 3. Laporan Keuangan Audit 31 Desember 2019 (KAP DBSDA) 4. Retail Banking Update 5. Konversi Sistem Mobile Banking 6. Bad Bank Update 7. BOD Other Update	1. BOD Action Points 2. Media Update 3. Audit Financial Report 31 December 2019 (KAP DBSDA) 4. Retail Banking Update 5. Mobile Banking System Conversion 6. Bad Bank Update 7. BOD's Other Updates	Achmad K. Permana Purnomo B. Soetadi Hery Syafril Awaldi Andri Donny Avianto Istihardjo Riksa Prakoso (CHCO) Irvan Y. Noor (CCBO)
3	Selasa, 28 Januari 2020 Tuesday, January 28, 2020	1. BOD Action Points 2. Media Update 3. Service Quality Update dan Program 2020 4. Usulan RBBR per Desember 2020 5. Corporate Banking Update 6. BOD Other Update	1. BOD Action Points 2. Media Update 3. Service Quality Update and 2020 Program 4. RBBR proposal per December 2020 5. Corporate Banking Update 6. BOD's Other Updates	Achmad K. Permana Purnomo B. Soetadi Hery Syafril Awaldi Andri Donny Avianto Istihardjo Riksa Prakoso (CHCO) Irvan Y. Noor (CCBO)
4	Selasa, 4 Febuari 2020 Tuesday, February 4, 2020	1. BOD Action Points 2. Media Update 3. Financial Highlights Januari 2020 4. Liquidity Update 5. BOD Other Update	1. BOD Action Points 2. Media Update 3. Financial Highlights January 2020 4. Liquidity Update 5. BOD's Other Updates	Achmad K. Permana Purnomo B. Soetadi Hery Syafril Awaldi Andri Donny Avianto Istihardjo Riksa Prakoso (CHCO) Irvan Y. Noor (CCBO)
5	Selasa, 11 Febuari 2020 Tuesday, February 11, 2020	1. BOD Action Points 2. Media Update 3. RUPST & Annual Report Update 4. Liquidity Update (inc. Produk Mudharabah Muqayyaddah) 5. Retail Business Update (inc. Pengembangan Sistem Digital Banking) 6. Litigation Update 7. BOD Other Update (incl. Revisi Target tahun 2020)	1. BOD's Action Points 2. Media Update 3. AGMS & Annual Report Update 4. Liquidity Update (incl. Mudharabah Muqayyaddah Product) 5. Retail Business Update (inc. Digital Banking System Development) 6. Litigation Update 7. BOD's Other Updates (incl. Revised 2020 Target)	Achmad K. Permana Purnomo B. Soetadi Hery Syafril Awaldi Andri Donny Avianto Istihardjo Riksa Prakoso (CHCO) Irvan Y. Noor (CCBO)
6	Senin, 17 Febuari 2020 Monday, February 17, 2020	1. BOD Action Points 2. Media Update 3. Persiapan Rapat dengan Investor 4. Corporate Banking Update 5. Retail Pipeline Update 6. BOD Other Update	1. BOD Action Points 2. Media Update 3. Preparation of Meeting with Investor 4. Corporate Banking Update 5. Retail Pipeline Update 6. BOD's Other Updates	Achmad K. Permana Purnomo B. Soetadi Hery Syafril Awaldi Andri Donny Avianto Istihardjo Riksa Prakoso (CHCO) Irvan Y. Noor (CCBO)
7	Rabu, 26 Febuari 2020 Wednesday, February 26, 2020	1. BOD Action Points 2. Media & 2019 Annual Report Update 3. Corporate Action Update 4. OJK Meeting Update 5. OJK Response on BPR/S Data 6. Liquidity Update 7. Bad Bank Update 8. BOD Other Update	1. BOD Action Points 2. Media & 2019 Annual Report Update 3. Corporate Action Update 4. OJK Meeting's Update 5. OJK Response on BPR/S Data 6. Liquidity Update 7. Bad Bank Update 8. BOD's Other Updates	Purnomo B. Soetadi Hery Syafril Awaldi Andri Donny Avianto Istihardjo Riksa Prakoso (CHCO) Irvan Y. Noor (CCBO)
8	Selasa, 3 Maret 2020 Tuesday, March 3, 2020	1. BOD Action Points 2. Media Update 3. Liquidity Update 4. BMI Portal 5. Corporate Action Update 6. Financial Forecast periode Maret-Juni 2020 7. BOD Other Update	1. BOD Action Points 2. Media Update 3. Liquidity Update 4. BMI Portal 5. Corporate Action Update 6. Financial Forecast of March – June 2020 7. BOD's Other Updates	Achmad K. Permana Purnomo B. Soetadi Awaldi Andri Donny Avianto Istihardjo
9	Selasa, 10 Maret 2020 Tuesday, March 10, 2020	1. BOD Action Points & Media Update 2. Financial Highlights as of Februari 2020 3. Liquidity Update 4. Stress Test Pembiayaan Dampak COVID-19 5. Retail Risk Initiative for Financing Performance, dan Retail Banking Pipeline Update 6. People Initiative for Financing Performance 7. BOD Other Update	1. BOD's Action Points & Media Update 2. Financial Highlights as of February 2020 3. Liquidity Update 4. Stress Test for Financing on the Impact of COVID-19 5. Retail Risk Initiative for Financing Performance, dan Retail Banking Pipeline Update 6. People Initiative for Financing Performance 7. BOD's Other Updates	Achmad K. Permana Purnomo B. Soetadi Hery Syafril Awaldi Andri Donny Avianto Istihardjo Riksa Prakoso (CHCO) Irvan Y. Noor (CCBO)

No	Tanggal Date	Agenda	Agenda	Peserta Rapat Meeting Participant
10	Senin, 16 Maret 2020 Monday, March 16, 2020	1. *Update* Dampak Wabah Virus COVID-19 pada Bank Muamalat	1. Update on the Impact of the COVID-19 Virus Outbreak on Bank Muamalat	Achmad K. Permana Purnomo B. Soetadi Hery Syafril Awaldi Andri Donny Avianto Istihardjo Riksa Prakoso (CHCO) Irvan Y. Noor (CCBO)
11	Selasa, 24 Maret 2020 Tuesday, March 24, 2020	1. Update COVID-19 dari BCM 2. Liquidity Update 3. Kompensasi Margin sehubungan dengan Restrukturisasi ALIF 4. Capital Update 5. BOD Other Updates	1. Update on COVID-19 from BCM 2. Liquidity Update 3. Margin Compensation in connection with ALIF 4. Capital Update 5. BOD's Other Updates	Achmad K. Permana Purnomo B. Soetadi Hery Syafril Awaldi Andri Donny Avianto Istihardjo Riksa Prakoso (CHCO) Irvan Y. Noor (CCBO)
12	Selasa, 31 Maret 2020 Tuesday, March 31, 2020	1. Update COVID-19 dari tim BCM 2. Liquidity Update 3. Capital Update 4. Business Update: a. Implementasi Stimulus Perekonomian Nasional b. Stress Test BMI COVID-19 Top 50 Obligor c. Retail Banking Update d. Corporate Banking Update 5. Bad Bank & Litigation Update 6. BOD Other Update	1. Update on COVID-19 from BCM team 2. Liquidity Update 3. Capital Update 4. Business Update: a. Implementation of Stimulus on National Economy b. Stress Test of BMI's COVID-19 Top 50 Debtors c. Retail Banking Update d. Corporate Banking Update 5. Bad Bank & Litigation Update 6. BOD's Other Updates	Achmad K. Permana Purnomo B. Soetadi Hery Syafril Awaldi Andri Donny Avianto Istihardjo Riksa Prakoso (CHCO) Irvan Y. Noor (CCBO)
13	Selasa, 7 April 2020 Tuesday, April 7, 2020	1. Update COVID-19 dari BCM 2. Liquidity Update 3. Capital Update 4. Financial Highlights Q1-2020 5. BOD Other Updates	1. Update on COVID-19 from BCM 2. Liquidity Update 3. Capital Update 4. Financial Highlights Q1-2020 5. BOD's Other Updates	Achmad K. Permana Purnomo B. Soetadi Hery Syafril Awaldi Andri Donny Avianto Istihardjo Riksa Prakoso (CHCO) Irvan Y. Noor (CCBO)
14	Selasa, 14 April 2020 Tuesday, April 14, 2020	1. Update COVID-19 dari BCM 2. Liquidity Update 3. Corporate Banking Update 4. Update Pelaksanaan POJK 11-2020 5. BOD Other Updates	1. Update on COVID-19 from BCM 2. Liquidity Update 3, Corporate Banking Update 4. Update on the Implementation of POJK 11-2020 5. BOD's Other Updates	Achmad K. Permana Purnomo B. Soetadi Hery Syafril Awaldi Andri Donny Avianto Istihardjo Riksa Prakoso (CHCO) Irvan Y. Noor (CCBO)
15	Selasa, 21 April 2020 Tuesday, April 21, 2020	1. Bad Bank Update 2. Media Update 3. Update COVID-19 4. Liquidity Update 5. Retail Banking Update 6. BOD Other Updates	1. Bad Bank Update 2. Media Update 3. Update on COVID-19 4. Liquidity Update 5. Retail Banking Update 6. BOD's Other Updates	Achmad K. Permana Purnomo B. Soetadi Hery Syafril Awaldi Andri Donny Avianto Istihardjo Riksa Prakoso (CHCO) Irvan Y. Noor (CCBO)
16	Selasa, 28 April 2020 Tuesday, April 28, 2020	1. Media Update 2. Rencana Aktivasi KPR Indent 3. Mobile Banking Progress Update 4. COVID-19 BMI Update 5. Milad BMI Update 6. Liquidity Update 7. BOD Other Updates	1. Media Update 2. Indent KPR Activation Plan 3. Mobile Banking Progress Update 4. COVID-19 BMI Update 5. Milad BMI Update 6. Liquidity Update 7. BOD's Other Updates	Achmad K. Permana Purnomo B. Soetadi Hery Syafril Awaldi Andri Donny Avianto Istihardjo Riksa Prakoso (CHCO) Irvan Y. Noor (CCBO)
17	Selasa, 5 Mei 2020 Tuesday, May 5, 2020	1. Cost Efficiency 2. COVID-19 Update 3. Liquidity Update 4. Update Implementasi POJK-11 (Retail Banking) 5. Update Implementasi POJK-11 (Corporate Banking) 6. BOD Other Updates	1. Cost Efficiency 2. COVID-19 Update 3. Liquidity Update 4. Update on the Implementation of POJK-11 (Retail Banking) 5. Update on the Implementation of POJK-11 (Corporate Banking) 6. BOD's Other Updates	Achmad K. Permana Purnomo B. Soetadi Hery Syafril Awaldi Andri Donny Avianto Istihardjo Riksa Prakoso (CHCO) Irvan Y. Noor (CCBO)

No	Tanggal Date	Agenda	Agenda	Peserta Rapat Meeting Participant
18	Selasa, 12 Mei 2020 Tuesday, May 12, 2020	1. Media Update 2. Financial Highglight per April 2020 3. Bad Bank Update 4. Liquidity Update 5. Operations Update 6. BOD Other Updates	1. Media Update 2. Financial Highglight per April 2020 3. Bad Bank Update 4. Liquidity Update 5. Operations Update 6. BOD's Other Updates	Achmad K. Permana Purnomo B. Soetadi Hery Syafril Awaldi Andri Donny Avianto Istihardjo Riksa Prakoso (CHCO) Irvan Y. Noor (CWBO)
19	Selasa, 19 Mei 2020 Tuesday, May 19, 2020	1. Media Update 2. Publikasi LK Maret 2020 3. Retail Banking Update 4. Wholesale Banking Update 5. Liquidity Update 6. Cost Efficiency Update 7. Update Penanganan COVID-19 di BMI 8. BOD Other Updates	1. Media Update 2. Publication of March 2020 Financial Statement 3. Retail Banking Update 4. Wholesale Banking Update 5. Liquidity Update 6. Cost Efficiency Update 7. Update on the Management of COVID-19 at BMI 8. BOD's Other Updates	Achmad K. Permana Purnomo B. Soetadi Hery Syafril Awaldi Andri Donny Avianto Istihardjo Riksa Prakoso (CHCO) Irvan Y. Noor (CWBO)
20	Kamis, 28 Mei 2020 Thursday, May 28, 2020	1. Liquidity Update 2. Update Implementasi POJK-11 2020 Wholesale Banking 3. Update Implementasi POJK-11 2020 Retail Banking 4. BOD Other Updates	1. Liquidity Update 2. Update on the Implementation of POJK-11 2020 Wholesale Banking 3. Update on the Implementation of POJK-11 2020 Retail Banking 4. BOD's Other Updates	Achmad K. Permana Hery Syafril Awaldi Andri Donny Avianto Istihardjo Riksa Prakoso (CHCO) Irvan Y. Noor (CWBO)
21	Selasa, 2 Juni 2020 Tuesday, June 2, 2020	1. Liquidity Update 2. Update Breakdown Stimulus OJK 3. Update Implementasi POJK-11 2020 Retail Banking 4. Bad Bank Update 5. BOD Other Updates	1. Liquidity Update 2. Update on Breakdown Stimulus OJK 3. Update on the Implementation of POJK-11 2020 Retail Banking 4. Bad Bank Update 5. BOD's Other Updates	Achmad K. Permana Purnomo B. Soetadi Hery Syafril Awaldi Andri Donny Avianto Istihardjo Riksa Prakoso (CHCO) Irvan Y. Noor (CWBO)
22	Selasa, 9 Juni 2020 Tuesday, June 9, 2020	1. Financial Highlights as of 31 May 2020 2. Liquidity Update 3. Wholesale Banking Pipeline Update 4. Retail Banking Pipeline Update 5. Rencana Penutupan dan Pembukaan Cabang 6. BOD Other Update	1. Financial Highlights as at 31 May 2020 2. Liquidity Update 3. Wholesale Banking Pipeline Update 4. Retail Banking Pipeline Update 5. Planning for Closure and Opening of Branches 6. BOD's Other Updates	Achmad K. Permana Purnomo B. Soetadi Hery Syafril Awaldi Andri Donny Avianto Istihardjo Riksa Prakoso (CHCO) Irvan Y. Noor (CWBO)
23	Selasa, 16 Juni 2020 Tuesday, June 16, 2020	1. Update Closing Milad ke-28 BMI 2. Update Penanganan COVID-19 di BMI 3. Cost Efficiency Update 4. Rencana Kantor Cabang 5. Liquidity Update 6. Initiatives for New Normal 7. Rencana Bisnis Bank (RBB) tahun 2020 8. ALIF Update 9. BOD Other Update	1. Update on 28th Anniversary Closing BMI 2. Update on COVID-19 Implementation at BMI 3. Cost Efficiency Update 4. Branch Office Plan 5. Liquidity Update 6. Initiatives for New Normal 7. 2020 Bank's Business Plan (RBB) 8. ALIF Update 9. BOD's Other Updates	Achmad K. Permana Purnomo B. Soetadi Hery Syafril Awaldi Andri Donny Avianto Istihardjo Riksa Prakoso (CHCO) Irvan Y. Noor (CWBO)
24	Selasa, 23 Juni 2020 Tuesday, June 23, 2020	1. CAR Update 2. Revisi RBB Tahun 2020 3. As-Salam Project: Margin Income Initiative 4. Update Bad Bank 5. Update Implementasi POJK-11 tahun 2020 Retail Banking 6. Update Implementasi POJK-11 tahun 2020 Wholesale Banking 7. Liquidity Update 8. BOD Other Update	1. CAR Update 2. Revised 2020 RBB 3. As-Salam Project: Margin Income Initiative 4. Update on Bad Bank 5. Update on the Implementation of POJK-11 2020 Retail Banking 6. Update on the Implementation of POJK-11 2020 Wholesale Banking 7. Liquidity Update 8. BOD's Other Updates	Achmad K. Permana Purnomo B. Soetadi Hery Syafril Awaldi Andri Donny Avianto Istihardjo Riksa Prakoso (CHCO) Irvan Y. Noor (CWBO)
25	Selasa, 30 Juni 2020 Tuesday, June 30, 2020	1. CAR Update 2. Media Engagement 3. Rencana Pelaksanaan RUPST 4. FGD BPKH 5. Liquidity Update 6. Update Project SKN JITU 7. Update BMM 8. BOD Other Update	1. CAR Update 2. Media Engagement 3. AGMS Implementation Plan 4. BPKH FGD 5. Liquidity Update 6. Update on Project SKN JITU 7. Update on BMM 8. BOD's Other Updates	Achmad K. Permana Purnomo B. Soetadi Awaldi Andri Donny Avianto Istihardjo Riksa Prakoso (CHCO) Irvan Y. Noor (CWBO)

No	Tanggal Date	Agenda	Agenda	Peserta Rapat Meeting Participant
26	Selasa, 7 Juli 2020 Tuesday, July 7, 2020	1. Media Update 2. Update BMM 3. Update As-Salam Project 4. New Normal Campaign 5. Update Proses Restrukturisasi SAM 6. Liquidity Update 7. Cyber Security 8. Persetujuan Membukukan Margin Income di bulan Juni 2020 9. BOD Other Update	1. Media Update 2. Update on BMM 3. Update on As-Salam Project 4. New Normal Campaign 5. Update on SAM Restructuring Process 6. Liquidity Update 7. Cyber Security 8. Approval to Book Margin Income in June 2020 9. BOD's Other Updates	Achmad K. Permana Purnomo B. Soetadi Hery Syafril Awaldi Andri Donny Avianto Istihardjo Riksa Prakoso (CHCO) Irvan Y. Noor (CWBO)
27	Selasa, 14 Juli 2020 Tuesday, July 14, 2020	1. Media Update 2. Cyber Security 3. Financial Highlights per 30 Juni 2020 4. Liquidity Update 5. Wholesale Banking Update 6. Retail Banking Update 7. Bad Bank Update 8. BOD Other Update	1. Media Update 2. Cyber Security 3. Financial Highlights as at 30 June 2020 4. Liquidity Update 5. Wholesale Banking Update 6. Retail Banking Update 7. Bad Bank Update 8. BOD's Other Updates	Achmad K. Permana Purnomo B. Soetadi Hery Syafril Awaldi Andri Donny Avianto Istihardjo Riksa Prakoso (CHCO) Irvan Y. Noor (CWBO)
28	Selasa, 21 Juli 2020 Tuesday, July 21, 2020	1. CAR Update 2. Update Persiapan RUPS 3. Liquidity Update 4. Project As-Salam Update 5. BOD Other Update	1. CAR Update 2. Update on GMS Preparation 3. Liquidity Update 4. Project As-Salam Update 5. BOD's Other Updates	Achmad K. Permana Purnomo B. Soetadi Hery Syafril Awaldi Andri Donny Avianto Istihardjo Riksa Prakoso (CHCO) Irvan Y. Noor (CWBO)
29	Selasa, 28 Juli 2020 Tuesday, July 28, 2020	1. CAR & Media Update 2. Publikasi Laporan Keuangan per 30 Juni 2020 3. Liquidity Update 4. Bad Bank Update 5. HC Updates: i. Employee Engagement Program ii. Acara Peringatan HUT RI – 17 Agustus 2020 6. Updates Host to Host Initiative & Internet Banking MDIN 7. BOD Other Update	1. CAR & Media Update 2. Publication of Financial Report as at 30 June 2020 3. Liquidity Update 4. Bad Bank Update 5. HC Updates: i. Employee Engagement Program ii. RI Independence Day Event-August 17, 2020 6. Update on Host to Host Initiative & Internet Banking MDIN 7. BOD's Other Updates	Achmad K. Permana Purnomo B. Soetadi Hery Syafril Awaldi Andri Donny Avianto Istihardjo Riksa Prakoso (CHCO) Irvan Y. Noor (CWBO)
30	Selasa, 4 Agustus 2020 Tuesday, August 4, 2020	1. CAR & Media Update 2. Update Internet Banking MDIN 3. Operations Update: i. SalaMuamalat Enhancement Update ii. Smart Account Opening Project 4. Liquidity Update 5. Project As-Salam Update 6. BOD Other Update	1. CAR & Media Update 2. Update on Internet Banking MDIN 3. Operations Update: i. SalaMuamalat Enhancement Update ii. Smart Account Opening Project 4. Liquidity Update 5. Project As-Salam Update 6. BOD's Other Updates	Achmad K. Permana Purnomo B. Soetadi Hery Syafril Awaldi Andri Donny Avianto Istihardjo Riksa Prakoso (CHCO) Irvan Y. Noor (CWBO)
31	Selasa, 11 Agustus 2020 Tuesday, August 11, 2020	1. CAR & Media Update 2. Corporate Action Update 3. Financial Highlight Juli 2020 4. Liquidity Update 5. Retail Banking Update 6. Pengajuan Proposal Restru 7. BOD Other Update	1. CAR & Media Update 2. Corporate Action Update 3. Financial Highlight of July 2020 4. Liquidity Update 5. Retail Banking Update 6. Submission of the Restru Proposal 7. BOD's Other Updates	Achmad K. Permana Purnomo B. Soetadi Hery Syafril Awaldi Andri Donny Avianto Istihardjo Riksa Prakoso (CHCO) Irvan Y. Noor (CWBO)
32	Selasa, 18 Agustus 2020 Tuesday, August 18, 2020	1. CAR & Media Update 2. GMS Update 3. Wholesale Banking Update 4. Liquidity Update 5. Bad Bank Update 6. BOD Other Update	1. CAR & Media Update 2. GMS Update 3. Wholesale Banking Update 4. Liquidity Update 5. Bad Bank Update 6. BOD's Other Updates	Achmad K. Permana Purnomo B. Soetadi Andri Donny Avianto Istihardjo Riksa Prakoso (CHCO) Irvan Y. Noor (CWBO)
33	Selasa, 25 Agustus 2020 Tuesday, August 25, 2020	1. CAR & Media Update 2. AGMS Update 3. Project As-Salam Update 4. Liquidity Update 5. BOD Other Update	1. CAR & Media Update 2. AGMS Update 3. Project As-Salam Update 4. Liquidity Update 5. BOD's Other Updates	Achmad K. Permana Hery Syafril Awaldi Andri Donny Riksa Prakoso (CHCO) Irvan Y. Noor (CWBO)

No	Tanggal Date	Agenda	Agenda	Peserta Rapat Meeting Participant
34	Selasa, 1 September 2020 Tuesday, September 1, 2020	1. CAR & Media Update 2. Liquidity Update 3. Retail Banking Update 4. Operation Update: Hari Pelanggan Nasional (HarPelNas) 5. Update COVID-19 di BMI 6. BOD Other Updates	1. CAR & Media Update 2. Liquidity Update 3. Retail Banking Update 4. Operation Update: National Customer Day (HarPelNas) 5. Update on COVID-19 at BMI 6. BOD's Other Updates	Achmad K. Permana Purnomo B. Soetadi Hery Syafril Awaldi Andri Donny Avianto Istihardjo Riksa Prakoso (CHCO) Irvan Y. Noor (CWBO)
35	Selasa, 8 September 2020 Tuesday, September 8, 2020	1. CAR & Media Update 2. Financial Highlights per Agustus 2020 3. As Salam Project Update 4. Liquidity Update 5. Wholesale Banking Update 6. Cash Management Initiative 7. Bad Bank Update 8. BOD Other Updates	1. CAR & Media Update 2. Financial Highlights per August 2020 3. As Salam Project Update 4. Liquidity Update 5. Wholesale Banking Update 6. Cash Management Initiative 7. Bad Bank Update 8. BOD's Other Updates	Achmad K. Permana Purnomo B. Soetadi Hery Syafril Awaldi Andri Donny Avianto Istihardjo Riksa Prakoso (CHCO) Irvan Y. Noor (CWBO)
36	Selasa, 15 September 2020 Tuesday, September 15, 2020	1. CAR & Media Update 2. Liquidity Update 3. Financing System Processing Initiative 4. Update COVID-19 5. BOD Other Updates	1. CAR & Media Update 2. Liquidity Update 3. Financing System Processing Initiative 4. Update COVID-19 5. BOD's Other Updates	Achmad K. Permana Purnomo B. Soetadi Hery Syafril Awaldi Andri Donny Avianto Istihardjo Riksa Prakoso (CHCO) Irvan Y. Noor (CWBO)
37	Selasa, 22 September 2020 Tuesday, September 22, 2020	1. Persiapan Rapat BOC-BOD 2. CAR & Media Update 3. Project As-Salam Update 4. Liquidity Update 5. ALIF Update 6. BOD Other Updates	1. Preparation for the BOC-BOD Meeting 2. CAR & Media Update 3. Project As-Salam Update 4. Liquidity Update 5. ALIF Update 6. BOD's Other Updates	Achmad K. Permana Purnomo B. Soetadi Hery Syafril Awaldi Andri Donny Avianto Istihardjo Riksa Prakoso (CHCO) Irvan Y. Noor (CWBO)
38	Selasa, 29 September 2020 Tuesday, September 29, 2020	1. CAR & Media Update 2. Liquidity Update 3. Bad Bank Update 4. Business Plan 2021 5. BOD Other Updates	1. CAR & Media Update 2. Liquidity Update 3. Bad Bank Update 4. Business Plan 2021 5. BOD's Other Updates	Achmad K. Permana Purnomo B. Soetadi Hery Syafril Awaldi Andri Donny Avianto Istihardjo Riksa Prakoso (CHCO) Irvan Y. Noor (CWBO)
39	Selasa, 6 Oktober 2020 Tuesday, October 6, 2020	1. CAR & Media Update 2. Business Plan (RBB) 2021 3. Liquidity Update 4. Financial Highlight as of September 2020 5. As-Salam Project Update 6. BOD Other Updates	1. CAR & Media Update 2. Business Plan (RBB) 2021 3. Liquidity Update 4. Financial Highlight as of September 2020 5. As-Salam Project Update 6. BOD's Other Updates	Achmad K. Permana Purnomo B. Soetadi Hery Syafril Awaldi Andri Donny Avianto Istihardjo Irvan Y. Noor (CWBO)
40	Selasa, 13 Oktober 2020 Tuesday, October 13, 2020	1. CAR & Media Update 2. Liquidity Update 3. Retail Banking Update 4. Salam Live-Chat Muamalat (SALMA) 5. Update RUU Cipta Kerja 6. Follow Up Action Plan ROC Meeting 7. BOD Other Updates	1. CAR & Media Update 2. Liquidity Update 3. Retail Banking Update 4. Salam Live-Chat Muamalat (SALMA) 5. Update on Cipta Kerja Bill 6. Follow Up Action Plan on ROC Meeting 7. BOD's Other Updates	Achmad K. Permana Purnomo B. Soetadi Hery Syafril Awaldi Andri Donny Avianto Istihardjo Riksa Prakoso (CHCO) Irvan Y. Noor (CWBO)
41	Selasa, 20 Oktober 2020 Tuesday, October 20, 2020	1. CAR & Media Update 2. BMI's Latest Development 3. Wholesale Banking Update 4. Liquidity Update 5. As-Salam Project Update 6. Bad Bank Update 5. BOD Other Updates	1. CAR & Media Update 2. BMI's Latest Development 3. Wholesale Banking Update 4. Liquidity Update 5. As-Salam Project Update 6. Bad Bank Update 5. BOD's Other Updates	Achmad K. Permana Purnomo B. Soetadi Hery Syafril Awaldi Andri Donny Avianto Istihardjo Riksa Prakoso (CHCO) Irvan Y. Noor (CWBO)
42	Senin, 26 Oktober 2020 Monday, October 26, 2020	1. CAR & Media Update 2. Publikasi Laporan Keuangan 3. 1st Initial RBB 2021 Proposal 4. Liquidity Update 5. BOD Other Updates	1. CAR & Media Update 2. Financial Statement Publication 3. 1st Initial 2021 RBB Proposal 4. Liquidity Update 5. BOD's Other Updates	Purnomo B. Soetadi Hery Syafril Awaldi Andri Donny Avianto Istihardjo Riksa Prakoso (CHCO) Irvan Y. Noor (CWBO)

No	Tanggal Date	Agenda	Agenda	Peserta Rapat Meeting Participant
43	Selasa, 3 November2020 Tuesday, November 3, 2020	1. CAR & Media Update 2. Liquidity Update 3. Muamalat Smart Office Update 4. System Robotic Update 5. BOD Other Updates	1. CAR & Media Update 2. Liquidity Update 3. Muamalat Smart Office Update 4. System Robotic Update 5. BOD's Other Updates	Achmad K. Permana Purnomo B. Soetadi Hery Syafril Awaldi Andri Donny Avianto Istihardjo Riksa Prakoso (CHCO) Irvan Y. Noor (CWBO)
44	Selasa, 10 November 2020 Tuesday, November 10, 2020	1. CAR & Media Update 2. Persiapan Rapat BOC 2020: a. Persetujuan RBB 2021 b. BMI's Latest Development 3. Financial Highlight as of October 2020 4. Liquidity Update 5. As-Salam Project Update 6. BOD Other Updates	1. CAR & Media Update 2. Preparation for the 2020 BOC Meeting: a. Approval on RBB 2021 b. BMI's Latest Development 3. Financial Highlight as of October 2020 4. Liquidity Update 5. As-Salam Project Update 6. BOD's Other Updates	Achmad K. Permana Purnomo B. Soetadi Hery Syafril Awaldi Andri Donny Avianto Istihardjo Riksa Prakoso (CHCO) Irvan Y. Noor (CWBO)
45	Selasa, 17 November2020 Tuesday, November 17, 2020	1. CAR & Media Update 2. Wholesale Banking Update 3. Liquidity Update 4. Retail Banking Update 5. Bad Bank Update 6. BOD Other Updates	1. CAR & Media Update 2. Wholesale Banking Update 3. Liquidity Update 4. Retail Banking Update 5. Bad Bank Update 6. BOD's Other Updates	Achmad K. Permana Purnomo B. Soetadi Awaldi Andri Donny Avianto Istihardjo Riksa Prakoso (CHCO) Irvan Y. Noor (CWBO)
46	Selasa, 24 November 2020 Tuesday, November 24, 2020	1. CAR & Media Update 2. Update related AML & CFT Program 2020 3. Liquidity Update 4. As-Salam Project Update 5. BOD Other Updates	1. CAR & Media Update 2. Update on related AML & CFT Program 2020 3. Liquidity Update 4. As-Salam Project Update 5. BOD's Other Updates	Achmad K. Permana Purnomo B. Soetadi Hery Syafril Awaldi Andri Donny Avianto Istihardjo Riksa Prakoso (CHCO) Irvan Y. Noor (CWBO)
47	Selasa, 1 Desember 2020 Tuesday, December 1, 2020	1. CAR & Media Update 2. Liquidity Update 3. Persiapan Rapat BOC 4. Update Anti Fraud 5. BMI Influencer 6. BOD Other Updates	1. CAR & Media Update 2. Liquidity Update 3. Preparation of BOC Meeting 4. Anti Fraud Update 5. BMI Influencer 6. BOD's Other Updates	Achmad K. Permana Hery Syafril Awaldi Andri Donny Avianto Istihardjo Riksa Prakoso (CHCO) Irvan Y. Noor (CWBO)
48	Selasa, 8 Desember 2020 Tuesday, December 8, 2020	1. CAR & Media Update 2. Financial Highlights as of November 2020 3. Wholesale Banking Update 4. Liquidity Update 5. Retail Banking Update 6. Bad Bank Update 7. COVID-19 Update 8. BOD Other Updates	1. CAR & Media Update 2. Financial Highlights as of November 2020 3. Wholesale Banking Update 4. Liquidity Update 5. Retail Banking Update 6. Bad Bank Update 7. COVID-19 Update 8. BOD's Other Updates	Achmad K. Permana Purnomo B. Soetadi Hery Syafril Awaldi Andri Donny Avianto Istihardjo Riksa Prakoso (CHCO) Irvan Y. Noor (CWBO)
49	Selasa, 15 Desember 2020 Tuesday, December 15, 2020	1. CAR & Media Update 2. Rencana Audit 2021 3. Liquidity Update 4. As-Salam Project Update 5. Penyelesaian Pembiayaan 6. Penyelesaian dan Pembukuan Homologasi 7. BOD Other Updates	1. CAR & Media Update 2. 2021 Audit Plan 3. Liquidity Update 4. As-Salam Project Update 5. Settlement of Financing 6. Homologation Settlement and Bookkeeping 7. BOD's Other Updates	Achmad K. Permana Purnomo B. Soetadi Hery Syafril Awaldi Andri Donny Avianto Istihardjo Riksa Prakoso (CHCO) Irvan Y. Noor (CWBO)
50	Selasa, 22 Desember 2020 Tuesday, December 22, 2020	1. CAR & Media Update 2. Kick-Off Meeting – Audit 2020 dengan KAP DBSD&A 3. Year End 2020 Preparation 4. Penjualan AYDA 5. Liquidity Update 6. Al Basith Update 7. BOD Other Updates	1. CAR & Media Update 2. Kick-Off Meeting – Audit 2020 with KAP DBSD&A 3. Year End 2020 Preparation 4. Sale of AYDA 5. Liquidity Update 6. Al Basith Update 7. BOD's Other Updates	Achmad K. Permana Purnomo B. Soetadi Hery Syafril Awaldi Andri Donny Avianto Istihardjo Riksa Prakoso (CHCO) Irvan Y. Noor (CWBO)
51	Selasa, 29 Desember 2020 Tuesday, December 29, 2020	1. CAR & Media Update 2. As-Salam Project Update 3. Liquidity Update 4. BOD Other Updates	1. CAR & Media Update 2. As-Salam Project Update 3. Liquidity Update 4. BOD's Other Updates	Achmad K. Permana Hery Syafril Awaldi Andri Donny Riksa Prakoso (CHCO) Irvan Y. Noor (CWBO)

*) Belum efektif menjabat sebagai Komisaris
Not yet effective served as Commissioner

Frekuensi Rapat dan Tingkat Kehadiran Direksi

Berikut adalah frekuensi rapat dan tingkat kehadiran Direksi.

Meeting Frequency and Attendance Level of Directors

The following is the meeting frequency and attendance level of the Board of Directors.

No	Nama Name	Jabatan Position	Jumlah Rapat Total Meeting	Jumlah Kehadiran Total Attendance	Persentase Kehadiran (%) Attendance Percentage (%)
Direksi **Board of Directors**					
1	Achmad K. Permana	Direktur Utama President Director	51	49	96
2	Hery Syafril	Direktur Keuangan Finance Director	51	47	92
3	Andri Donny	Direktur Kepatuhan Compliance Director	51	51	100
4	Purnomo B. Soetadi	Direktur Bisnis Ritel Retail Banking Director	51	46	90
5	Awaldi	Direktur Operasi Operation Director	51	50	98
6	Avianto Istihardjo	Direktur Risiko Risk Director	51	49	96
Pejabat Eksekutif Senior **Senior Executive Officer**					
7	Riksa Prakoso	Chief Human Capital Officer	51	50	98
8	Irvan Y. Noor	Chief Wholesale Banking Officer	51	50	98

RAPAT GABUNGAN DEWAN KOMISARIS DAN DIREKSI

THE JOINT MEETING OF THE BOARD OF COMMISSIONERS AND THE BOARD OF DIRECTORS

Kebijakan Rapat

Kebijakan rapat gabungan Dewan Komisaris dan Direksi Bank Muamalat Indonesia ialah setidaknya 1 (satu) kali dalam 4 (empat) bulan. Rapat gabungan tersebut mencerminkan penyelenggaraan koordinasi dan sinergi fungsi manajemen antara Dewan Komisaris dan Direksi.

Meeting Policy

The policy of the joint meeting of the Board of Commissioners and the Board of Directors of Bank Muamalat Indonesia is at least 1 (one) time in 4 (four) months. The joint meeting reflects the coordination and synergy of management functions between the Board of Commissioners and the Board of Directors.

Pelaksanaan Rapat

Sepanjang tahun buku 2020, Dewan Komisaris dan Direksi menggelar rapat gabungan sebanyak 9 (sembilan) rapat dengan rincian sebagai berikut.

Meeting Implementation

Throughout the 2020 financial year, the Board of Commissioners and Directors held 9 (nine) joint meetings with the following details.

Tabel Agenda Rapat Gabungan Dewan Komisaris dan Direksi

Table of Agenda for Joint Meetings of the Board of Commissioners and Directors

No	Tanggal Date	Agenda	Peserta Rapat Meeting Participant
1	Kamis, 30 Januari 2020 Thursday, January 30, 2020	1. Financial Highlights per 31 Desember 2019 2. Perkembangan Terakhir BMI 3. Update lainnya 1. Financial Highlights as at 31 December 2019 2. Recent Developments of BMI 3. Others Updates	BOC 1. Ilham A. Habibie 2. Iggi H. Achsien 3. Edy Setiadi 4. Abdulsalam Al Saleh* 5. Mohamed Hedi Mejai* BOD 1. Achmad K. Permana 2. Purnomo B. Soetadi 3. Andri Donny 4. Avianto 5. Hery Syafril 6. Awaldi 7. Irvan Y. Noor 8. Riksa Prakoso
2	Jumat, 28 Febuari 2020 Friday, February 28, 2020	1. Corporation Action Update 2. AGMS Update 3. Shareholders Update 4. Update Lainnya 1. Corporation Action Update 2. AGMS Update 3. Shareholders Update 4. Other Updates	BOC 1. Ilham A. Habibie 2. Iggi H. Achsien 3. Edy Setiadi 4. Mohamed Hedi Mejai* BOD 1. Achmad K. Permana 2. Purnomo B. Soetadi 3. Andri Donny 4. Avianto 5. Hery Syafril 6. Awaldi 7. Irvan Y. Noor 8. Riksa Prakoso
3	Kamis, 4 Juni 2020 Thursday, June 4, 2020	1. Update RUPS 2. Update Likuiditas 3. Update Lainnya 1. Update on GMs 2. Update on Liquidity 3. Update on Others	BOC 1. Ilham A. Habibie 2. Edy Setiadi 3. Abdulsalam Al Saleh* 4. Mohamed Hedi Mejai* BOD 1. Achmad K. Permana 2. Andri Donny 3. Avianto
4	Senin, 29 Juni 2020 Monday, June 29, 2020	Update Likuiditas Update on Liquidity	BOC 1. Ilham A. Habibie 2. Edy Setiadi 3. Abdulsalam Al Saleh* 4. Mohamed Hedi Mejai* BOD 1. Achmad K. Permana 2. Purnomo B. Soetadi 3. Andri Donny 4. Avianto 5. Hery Syafril 6. Irvan Y. Noor Perserta Lainnya 1. Hasan Al Jabri 2. Abdulwahhab Abed 3. Moh Umair Husain 4. Moh Ismail Ibrahim
5	Senin, 13 Juli 2020 Monday, July 13, 2020	GMS Update GMS Update	BOC 1. Ilham A. Habibie 2. Iggi H. Achsien 3. Edy Setiadi 4. Abdulsalam Al Saleh* 5. Mohamed Hedi Mejai* BOD 1. Achmad K. Permana 2. Andri Donny 3. Hery Syafril Perserta Lainnya 1. Abdulwahhab Abed 2. Moh Umair Husain 3. Moh Ismail Ibrahim

No	Tanggal Date	Agenda	Peserta Rapat Meeting Participant
6	Selasa, 4 Agustus 2020 Tuesday, August 4, 2020	Perkembangan Terakhir BMI Recent Developments of BMI	BOC 1. Ilham A. Habibie 2. Iggi H. Achsien 3. Edy Setiadi BOD 1. Achmad K. Permana 2. Purnomo B. Soetadi 3. Andri Donny 4. Avianto 5. Hery Syafril 6. Awaldi 7. Irvan Y. Noor 8. Riksa Prakoso
7	Selasa, 22 September 2020 Tuesday, September 22, 2020	Perkembangan Terkini BMI Recent Developments of BMI	BOC 1. Ilham A. Habibie 2. Iggi H. Achsien 3. Edy Setiadi BOD 1. Achmad K. Permana 2. Purnomo B. Soetadi 3. Andri Donny 4. Avianto 5. Hery Syafril 6. Awaldi 7. Irvan Y. Noor 8. Riksa Prakoso
8	Kamis, 22 Oktober 2020 Thursday, October 22, 2020	1. Financial Highlights per September 2020 2. Perkembangan Terakhir BMI 1. Financial Highlights as of September 2020 2. Recent Developments of BMI	BOC 1. Ilham A. Habibie 2. Iggi H. Achsien 3. Edy Setiadi BOD 1. Achmad K. Permana 2. Purnomo B. Soetadi 3. Andri Donny 4. Avianto 5. Hery Syafril 6. Awaldi 7. Irvan Y. Noor 8. Riksa Prakoso
9	Rabu, 23 Desember 2020 Wednesday, December 23, 2020	Year End Financial & NPF Update Year End Financial & NPF Update	BOC 1. Ilham A. Habibie 2. Iggi H. Achsien 3. Edy Setiadi BOD 1. Achmad K. Permana 2. Purnomo B. Soetadi 3. Andri Donny 4. Avianto 5. Hery Syafril 6. Awaldi 7. Irvan Y. Noor 8. Riksa Prakoso

*) POAH to IAH

Frekuensi Rapat dan Tingkat Kehadiran Dewan Komisaris dan Direksi

Berikut adalah frekuensi rapat dan tingkat kehadiran Dewan Komisaris dan Direksi.

Meeting Frequency and Attendance Level of the Board of Commissioners and Directors

The following is the meeting frequency and attendance level of the Board of Commissioners and Directors.

Tabel Jumlah Rapat dan Tingkat Kehadiran Rapat Gabungan Dewan Komisaris dan Direksi

Table of Number of Meetings and Level of Attendance at Joint Meetings of the Board of Commissioners and Directors

No	Nama Name	Jabatan Position	Jumlah Rapat Total Meeting	Jumlah Kehadiran Total Attendance	Persentase Kehadiran (%) Attendance Percentage (%)
Dewan Komisaris **Board of Commissioners**					
1	Ilham A. Habibie	Komisaris Utama/Komisaris Independen President Commissioner/ Independent Commissioner	9	9	100
2	Iggi H. Achsien	Komisaris Independen Independent Commissioner	9	7	78
3	Edy Setiadi	Komisaris Independen Independent Commissioner	9	9	100
4	Mohamed Hedi Mejai*)	Komisaris Commissioner	9	5	56
5	Abdulsalam Mohammad Joher Al-Saleh*)	Komisaris Commissioner	9	4	44
Direksi **Board of Directors**					
6	Achmad K. Permana	Direktur Utama President Director	9	9	100
7	Hery Syafril	Direktur Keuangan Finance Director	9	8	89
8	Andri Donny	Direktur Kepatuhan Compliance Director	9	9	100
9	Purnomo B. Soetadi	Direktur Bisnis Ritel Retail Banking Director	9	7	78
10	Awaldi	Direktur Operasi Operation Director	9	6	67
11	Avianto Istihardjo	Direktur Risiko Risk Director	9	8	89
Pejabat Eksekutif Senior **Executiver Officers**					
12	Riksa Prakoso	Chief Human Capital Officer	9	6	67
13	Irvan Y. Noor	Chief Wholesale Banking Officer	9	7	78

*) Belum efektif menjabat sebagai Komisaris
Not yet effective served as Commissioner

RAPAT DEWAN PENGAWAS SYARIAH BERSAMA DEWAN KOMISARIS DAN DIREKSI

Kebijakan Rapat

Sesuai ketentuan dalam Board Manual, Rapat Dewan Pengawas Syariah bersama dengan Direksi dan rapat Rapat Dewan Pengawas Syariah bersama dengan Dewan Komisaris diselenggarakan sesuai dengan kebutuhan.

Pelaksanaan rapat Dewan Pengawas Syariah bersama dengan Direksi dan rapat Dewan Pengawas Syariah bersama dengan Dewan Komisaris dapat dilakukan secara gabungan.

Pelaksanaan Rapat

Sepanjang tahun buku 2020, rapat Dewan Pengawas Syariah bersama Dewan Komisaris dan Direksi digelar sebanyak 1 (satu) rapat dengan rincian sebagai berikut.

MEETING OF THE SHARIA SUPERVISORY BOARD WITH THE BOARD OF COMMISSIONERS AND THE BOARD OF DIRECTORS

Meeting Policy

In accordance with the provisions in the Board Manual, the meeting of the Sharia Supervisory Board with the Board of Directors and the meeting of the Sharia Supervisory Board with the Board of Commissioners are held as needed.

The meeting of the Sharia Supervisory Board with the Board of Directors and the meeting of the Sharia Supervisory Board with the Board of Commissioners can be held jointly.

Meeting Implementation

Throughout the 2020 financial year, 1 (one) meeting of the Sharia Supervisory Board together with the Board of Commissioners and Directors was as follows.

Tabel Agenda Rapat Dewan Pengawas Syariah bersama Dewan Komisaris dan Direksi

Table of Agenda for the Meeting of the Sharia Supervisory Board with the Board of Commissioners and the Board of Directors

No	Tanggal Date	Agenda	Peserta Rapat Meeting Participant
1	Kamis, 25 Juni 2020 Thursday, June 25, 2020	1. Financial Highlights per 31 Mei 2020 1. Financial Highlights as at 31 May 2020	DPS 1. Sholahudin Al-Aiyub 2. Siti Haniatunnisa BOC 1. Ilham A. Habibie 2. Edy Setiadi 3. Abdulsalam Al Saleh* 4. Mohamed Hedi Mejai* BOD 1. Achmad K. Permana 2. Andri Donny 3. Hery Syafril

*) POAH to IAH

Frekuensi Rapat dan Tingkat Kehadiran Dewan Pengawas Syariah, Dewan Komisaris dan Direksi

Berikut adalah frekuensi rapat dan tingkat kehadiran Dewan Pengawas Syariah, Dewan Komisaris dan Direksi.

Meeting Frequency and Attendance Level of the Sharia Supervisory Board, Board of Commissioners and Board of Directors

The following is the meeting frequency and attendance level of the Sharia Supervisory Board, Board of Commissioners and Board of Directors.

Tabel Jumlah Rapat dan Tingkat Kehadiran Rapat Dewan Pengawas Syariah bersama Dewan Komisaris dan Direksi

Table Number of Meetings and Meeting Attendance Level of Sharia Supervisory Board with the Board of Commissioners and Directors

No	Nama Name	Jabatan Position	Jumlah Rapat Total Meeting	Jumlah Kehadiran Total Attendance	Persentase Kehadiran (%) Attendance Percentage (%)
Dewan Pengawas Syariah **Sharia Supervisory Board**					
1	Drs. H. Sholahudin Al Aiyub, M.Si	Ketua Chairman	1	1	100
2	Hj. Siti Haniatunnisa,LLB., MH	Anggota Member	1	1	100
Dewan Komisaris **Board of Commissioners**					
3	Ilham A. Habibie	Komisaris Utama/Komisaris Independen President Commissioner/ Independent Commissioner	1	1	100
4	Iggi H. Achsien	Komisaris Independen Independent Commissioner	1	0	0
5	Edy Setiadi	Komisaris Independen Independent Commissioner	1	1	100
6	Mohamed Hedi Mejai*)	Komisaris Commissioner	1	1	100
7	Abdulsalam Mohammad Joher Al-Saleh*)	Komisaris Commissioner	1	1	100
Direksi **Board of Directors**					
8	Achmad K. Permana	Direktur Utama President Director	1	1	100
9	Hery Syafril	Direktur Keuangan Finance Director	1	1	100
10	Andri Donny	Direktur Kepatuhan Compliance Director	1	1	100
11	Purnomo B. Soetadi	Direktur Bisnis Ritel Retail Banking Director	1	0	0
12	Awaldi	Direktur Operasi Operation Director	1	0	0
13	Avianto Istihardjo	Direktur Risiko Risk Director	1	0	0

*) Belum efektif menjabat sebagai Komisaris
Not yet effective served as Commissioner

KOMITE AUDIT

Komite Audit dibentuk oleh Dewan Komisaris untuk membantu pelaksanaan pengawasan dan evaluasi terhadap atas pelaksanaan audit intern dan pemantauan atas tindak lanjut hasil audit guna menilai kecukupan pengendalian intern, termasuk kecukupan proses pelaporan keuangan Bank.

Dasar Hukum

Dalam membentuk Komite Audit, Bank Muamalat Indonesia mengacu pada peraturan perundangan-undangan 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.

AUDIT COMMITTEE

The Audit Committee was formed by the Board of Commissioners to assist in evaluating the implementation of internal audits and monitoring of follow-up to audit results to assess the adequacy of internal control, including the adequacy of the Bank's financial reporting process.

Legal Basis

In forming an Audit Committee, Bank Muamalat Indonesia refers to the following laws and regulations:

1. Bank Indonesia's Regulation Number 11/33/PBI/2009 dated December 7, 2009 on the Implementation of Good Corporate Governance for Sharia Commercial Bank and Sharia Business Unit.

2. 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.
3. Peraturan Otoritas Jasa Keuangan No. 55/POJK.04/2015 tanggal 29 Desember 2015 tentang Pembentukan dan Pedoman Pelaksanaan Kerja Komite Audit.
4. Peraturan Otoritas Jasa Keuangan No. 1/POJK.03/2019 tanggal 8 Januari 2019 tentang Penerapan Fungsi Audit Intern pada Bank Umum.
5. Anggaran Dasar Bank tentang tugas dan wewenang Dewan Komisaris.

Pedoman Kerja/Piagam Komite Audit

Dalam menjalankan perannya, Komite Audit Bank Muamalat memiliki Piagam yang 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 2 Mei 2017 dan akan terus diperbarui sesuai dengan perkembangan regulasi yang berlaku serta kondisi terkini dari Bank.

Kriteria Anggota Komite Audit

Bank Muamalat Indonesia telah mengatur kriteria keanggotaan keanggotaan Komite Audit untuk anggota yang merupakan Komisaris Independen dan pihak independen, yang juga telah dituangkan ke dalam Piagam Komite Audit. Kriteria tersebut di antaranya:

1. Berkewajiban mempunyai integritas dan reputasi keuangan yang baik.
2. Berkewajiban mempunyai kemampuan, pengetahuan, pengalaman sesuai dengan bidang pekerjaannya, serta mampu berkomunikasi dengan baik.
3. Berkewajiban memahami laporan keuangan, bisnis perusahaan khususnya yang terkait dengan layanan jasa atau kegiatan usaha Bank, proses audit, manajemen risiko, dan peraturan perundang-undangan di bidang pasar modal serta peraturan perundang-undangan terkait lainnya.
4. Berkewajiban mematuhi kode etik Komite Audit yang ditetapkan oleh Bank.
5. Berkewajiban mempunyai paling kurang satu anggota yang berlatar belakang pendidikan dan keahlian di bidang akuntansi dan/atau keuangan.
6. Berkewajiban mempunyai paling kurang satu anggota yang memiliki keahlian di bidang perbankan syariah.
7. 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 emiten atau perusahaan publik yang bersangkutan dalam waktu 6 (enam) bulan terakhir.

2. Bank Indonesia's Circular Letter Number 12/13/DPbS dated April 30, 2010 about the Implementation of Good Corporate Governance for Sharia Commercial Bank and Sharia Business Unit.
3. OJK Regulation Number 55/POJK.04/2015 dated December 29, 2015 regarding the Formation and Guidelines for the Implementation of the Audit Committee's Work.
4. OJK Regulation Number 1/POJK.03/2019 dated 8 January 2019 concerning the Implementation of the Internal Audit Function in Commercial Banks.
5. The Bank's Articles of Association regarding the duties and powers of the Board of Commissioners.

Audit Committee Charter

In carrying out its role, the Bank Muamalat Audit Committee has a Charter governing the structure and membership, membership requirements, duties and responsibilities, powers, meetings, tenure, working time and reporting. The last Audit Committee Charter was updated on May 2, 2017 and will continue to be updated in accordance with developments in applicable regulations and the latest conditions of the Bank.

Criteria of Audit Committee Member

Bank Muamalat Indonesia has established the criteria for membership of the Audit Committee for members who are Independent Commissioner and independent party, which has also been stated in the Audit Committee Charter. These criteria include:

1. Must have integrity and good financial reputation.
2. Must have the ability, knowledge, experience in accordance with the field of work, and be able to communicate well.
3. Obliged to understand financial reports, the company's business, particularly those related to the services or business activities of the Bank, the audit process, risk management, and laws and regulations in the capital market sector as well as other related laws and regulations.
4. Must comply with the Audit Committee's code of conduct established by the Bank.
5. Must have at least one member with an educational background and expertise in accounting and/or finance.
6. Must have at least one member who has expertise in sharia banking.
7. Not a person in the Public Accounting Firm, Legal Consultant Office, Public Appraisal Service Office or other party providing assurance services, non-assurance services, appraisal services and/or other consulting services to the relevant Issuer or Public Company within the last 6 (six) months.

8. Bukan merupakan orang yang bekerja atau mempunyai wewenang dan tanggung jawab untuk merencanakan, memimpin, mengendalikan, atau mengawasi kegiatan Bank dalam waktu 6 (enam) bulan terakhir kecuali Komisaris Independen.
9. Tidak memiliki saham langsung maupun tidak langsung pada Bank.
10. Tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris, anggota Direksi, atau Pemegang Saham Utama Bank Muamalat Indonesia.
11. Tidak memiliki hubungan usaha, baik langsung maupun tidak langsung yang berkaitan dengan kegiatan usaha Bank Muamalat Indonesia.

Tugas dan Tanggung Jawab

Bank Muamalat Indonesia telah mengatur tugas dan tanggung jawab Komite Audit yang mencakup:

1. Mengevaluasi pelaksanaan audit intern dalam rangka menilai kecukupan pengendalian intern termasuk kecukupan proses pelaporan keuangan.
2. Menunjuk, menetapkan fungsi-fungsi dan standar Auditor Eksternal (Kantor Akuntan Publik).
3. Mengevaluasi pelaksanaan tugas yang dilaksanakan oleh fungsi audit intern, yang meliputi perencanaan audit, ruang lingkup audit, proses audit dan pelaporan hasil audit, serta memastikan independensi fungsi audit intern.
4. Mengevaluasi t pelaksanaan tindak lanjut oleh Direksi atas hasil temuan audit dan/atau rekomendasi dari hasil pengawasan Otoritas Jasa Keuangan, auditor intern, Dewan Pengawas Syariah, dan/atau auditor ekstern, guna memberikan rekomendasi kepada Dewan Komisaris.
5. Menelaah informasi keuangan yang akan dikeluarkan Bank kepada publik dan/atau pihak otoritas antara lain laporan keuangan, proyeksi, dan laporan lainnya terkait dengan informasi keuangan Bank.
6. Menelaah kepatuhan terhadap peraturan perundang-undangan yang berhubungan dengan kegiatan Bank.
7. Memberikan pendapat independen dalam hal terjadi perbedaan pendapat antara manajemen dan Akuntan atas jasa yang diberikannya.
8. Memberikan rekomendasi kepada Dewan Komisaris mengenai penunjukan Akuntan yang didasarkan pada independensi, ruang lingkup penugasan, dan *fee*.
9. Menelaah pengaduan yang berkaitan dengan proses akuntansi dan pelaporan keuangan Bank.
10. Menelaah dan memberikan saran kepada Dewan Komisaris terkait dengan adanya potensi benturan kepentingan Bank.

8. 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 Independent Commissioner.
9. Do not have direct or indirect shares in the Bank
10. Has no affiliation with members of the Board of Commissioners, members of the Board of Directors, or Major Shareholders of Bank Muamalat Indonesia.
11. Do not have business relationships, directly or indirectly, related to the business activities of Bank Muamalat Indonesia.

Duties and Responsibilities

Bank Muamalat Indonesia has set the duties and responsibilities of the Audit Committee which include:

1. Evaluate the implementation of internal audits in order to assess the adequacy of internal control including the adequacy of the financial reporting process.
2. Appoint and determine the functions and standards of the External Auditor (Public Accounting Firm).
3. Evaluate the implementation of tasks carried out by the internal audit function, which includes audit planning, the scope of the audit, the audit process and reporting of audit results, and ensure the independence of the internal audit function.
4. Evaluate the implementation of follow-up actions by the Board of Directors on audit findings and/or recommendations from the supervision results of the Financial Services Authority, internal auditors, Sharia Supervisory Board, and/or external auditors, to provide recommendations to the Board of Commissioners.
5. Review financial information that will be issued by the Bank to the public and/or authorities, including financial statements, projections and other reports related to Bank financial information.
6. Review compliance with laws and regulations relating to the Bank's activities.
7. Provide an independent opinion in the event of disagreement between management and the Accountant for the services provided.
8. Provide recommendations to the Board of Commissioners regarding the appointment of an Accountant based on independence, the scope of the assignment, and fees.
9. Examine complaints relating to the Bank's accounting and financial reporting processes.
10. Examine and provide advice to the Board of Commissioners related to the potential conflict of interest of the Bank.

Wewenang Komite Audit

Selain memiliki tugas dan tanggung jawab, Komite Audit Bank Muamalat Indonesia juga memiliki wewenang sebagaimana diatur dalam Piagam Komite Audit, yakni:

1. Dapat mengakses dokumen, data, dan informasi Bank tentang karyawan, dana, aset, dan sumber daya Bank yang diperlukan.
2. Dapat 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. Dapat melibatkan pihak independen di luar anggota Komite Audit yang diperlukan untuk membantu pelaksanaan tugasnya.
4. Melakukan kewenangan lain yang diberikan oleh Dewan Komisaris.

Authorities of Audit Committee

Apart from having duties and responsibilities, the Audit Committee of Bank Muamalat Indonesia also has the authority as stipulated in the Audit Committee Charter, namely:

1. Can access Bank documents, data and information regarding the Bank's employees, funds, assets, and required resources.
2. Can communicate directly with employees, including the Board of Directors and those who carry out the internal audit function, risk management, and accountants regarding the duties and responsibilities of the Audit Committee.
3. May involve independent parties outside the Audit Committee members who are needed to help carry out their duties.
4. Perform other authorities granted by the Board of Commissioners.

Ketentuan Masa Jabatan

Sesuai dengan Anggaran Dasar Bank Muamalat Indonesia, masa tugas anggota Komite Audit tidak boleh lebih lama dari masa jabatan Dewan Komisaris dan dapat dipilih kembali hanya untuk satu periode berikutnya.

Terms of Office

In accordance with the Articles of Association of Bank Muamalat Indonesia, the term of office of members of the Audit Committee must not be longer than the term of office of the Board of Commissioners and can be re-elected only for one subsequent term.

Komposisi dan Dasar Pengangkatan Komite Audit

Mengacu pada pasal 36 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 seorang Komisaris Independen, seorang pihak independen yang memiliki keahlian di bidang akuntansi keuangan dan seorang pihak independen yang memiliki keahlian di bidang perbankan syariah.

Hingga 31 Desember 2020, komposisi Komite Audit Bank Muamalat Indonesia berjumlah tiga orang dan terdiri sesuai dengan peraturan perundangan-undangan yang ada. Berikut adalah komposisi dan dasar pengangkatan Komite Audit Bank.

Composition and Basis of Appointment of the Audit Committee

Referring to article 36 of Bank Indonesia Regulation Number 11/33/PBI/2009 on the Implementation of Good Corporate Governance for Sharia Commercial Bank and Sharia Business Unit, the members of the Audit Committee shall at least consist of an Independent Commissioner, an independent party with expertise in financial accounting and an independent party with expertise in sharia banking.

As of December 31, 2020, the composition of the Bank Muamalat Indonesia Audit Committee numbered three people and consisted in accordance with existing laws and regulations. The following is the composition and basis for the appointment of the Bank's Audit Committee.

Nama Name	**Jabatan** Position	**Dasar Pengangkatan** Basis of Appointment	**Keterangan** Description
Iggi H. Achsien	Ketua Chairman	Surat Keputusan Direksi No. 023/B/DIR-KPTS/X/2019 tentang Komite Audit PT Bank Muamalat Indonesia Tbk tanggal 24 Oktober 2019. Directors Decree Number 023/B/DIR-KPTS/X/2019 on the Audit Committee of PT Bank Muamalat Indonesia Tbk dated 24 October 2019.	Komisaris Independen Independent Commissioner
Tindomora Siregar	Anggota Member	Surat Keputusan Direksi No. 023/B/DIR-KPTS/X/2019 tentang Komite Audit PT Bank Muamalat Indonesia Tbk tanggal 24 Oktober 2019 Directors Decree No. 023/B /DIR-KPTS/X/2019 concerning the Audit Committee of PT Bank Muamalat Indonesia Tbk dated 24 October 2019	Pihak Independen ahli di bidang perbankan syariah Independent party who is an expert in the field of Islamic banking
Dwi Sasongko	Anggota Member	Surat Keputusan Direksi No. 032/B/DIR-KPTS/XII/2019 tanggal 5 Desember 2019 Directors Decree No. 032/B /DIR-KPTS/XII/2019 dated 5 December 2019	Pihak Independen ahli di bidang akuntansi keuangan Independent party who is an expert in financial accounting

Profil Komite Audit

Berikut adalah profil Komite Audit Bank Muamalat Indonesia.

Audit Committee Profile

The following is the profile of the Audit Committee of Bank Muamalat Indonesia

Iggi H. Achsien
Ketua
Chairman

Profil lengkap disajikan pada bab "Profil Perusahaan" Laporan Tahunan Bank Muamalat 2020.

The complete profile is presented in the chapter "Company Profile" Annual Report Bank Muamalat 2020.

Tindomora Siregar
Anggota
Member

Warga Negara Citizen	Indonesia	Indonesia
Domisili Domicile	Jakarta	Jakarta
Usia Age	62 tahun pada akhir Tahun Buku 2020	62 years as of the end of the 2020 Financial Year
Dasar Hukum Pengangkatan Pertama Legal Basis for First Appointment	Diangkat menjadi Anggota Komite Audit PT Bank Muamalat Indonesia Tbk berdasarkan Surat Keputusan Direksi No. 023/B/DIR-KPTS/X/2019 tentang Komite Audit PT Bank Muamalat Indonesia Tbk tanggal 24 Oktober 2019	Appointed as a member of the Audit Committee of PT Bank Muamalat Indonesia Tbk based on the Decree of the Board of Directors Number 023/B/DIR-KPTS/X/2019 about the Audit Committee of PT Bank Muamalat Indonesia Tbk dated 24 October 2019.
Riwayat Pendidikan Education Background	• S2 Bidang Finance dari Universitas Birmingham, London	• Master of Finance from Birmingham University, London
Rangkap Jabatan Dual Position	-	-

Pengalaman Kerja Working Experience	• Kepala SKAI PT Bank Muamalat Indonesia Tbk (2015-2019) • Direktur Penjaminan Lembaga Penjamin Simpanan (2010-2014) • Investigator Madya Direktorat Investigas dan Mediasi Bank Indonesia (2007-2009) • Pemimpin Cabang Bank Indonesia Kepri di Batam (2005) • Bank Indonesia Pusat Jakarta (1998-2003) • Kantor Perwakilan Bank Indonesia London(1993-1997) • Pengawas Bank Indonesia Kantor Pusat Jakarta (1992) • Pengawas Bank Indonesia wilayah kerja Padang, (1984-1986)	• Head of SKAI of PT Bank Muamalat Indonesia Tbk (2015-2019) • Director of Guarantee of the Deposit Insurance Corporation (2010-2014) • Associate Investigator, Directorate of Investigation and Mediation, Bank Indonesia (2007-2009) • Branch Manager of Bank Indonesia of Kepri in Batam (2005) • Bank Indonesia Head Office Jakarta (1998-2003) • Representative Office of Bank Indonesia in London(1993-1997) • Supervisor of Bank Indonesia Jakarta Head Office (1992) • Supervisor of Bank Indonesia for area of Padang, (1984-1986)
Hubungan Afiliasi Affiliate Relation	Tidak memiliki hubungan afiliasi baik dalam hal hubungan keuangan maupun kekeluargaan dengan anggota Dewan Pengawas Syariah, anggota Direksi dan Pemegang Saham Utama maupun Pemegang Saham Pengendali	Has no affiliation, either in terms of financial or kinship, with members of the Sharia Supervisory Board, members of the Board of Directors and Major Shareholders or Controlling Shareholders
Kualifikasi Qualification	Pihak independen yang memiliki keahlian dalam bidang perbankan/keuangan syariah, dan audit.	An independent party with expertise in sharia banking/finance and auditing.

Dwi Sasongko
Anggota
Member

Warga Negara Citizen	Indonesia	Indonesia
Domisili Domicile	Banten	Banten
Usia Age	57 tahun pada akhir Tahun Buku 2020	57 years as of the end of the 2020 Financial Year
Dasar Hukum Pengangkatan Pertama Legal Basis for First Appointment	Diangkat menjadi Anggota Komite Audit PT Bank Muamalat Indonesia Tbk Surat Keputusan Direksi No. 032/B/DIR-KPTS/XII/2019 tentang Komite Audit PT Bank Muamalat Indonesia Tbk tanggal 5 Desember 2019.	Appointed as a Member of the Audit Committee of PT Bank Muamalat Indonesia Tbk based on Decree of the Board of Directors Number 032/B/DIR-KPTS/XII/2019 on the Audit Committee of PT Bank Muamalat Indonesia Tbk dated 5 December 2019.
Riwayat Pendidikan Education Background	• Sarjana Ekonomi dan Akuntan dari Universitas Diponegoro Semarang (1982-1987)	• Bachelor of Economics and Acountant from Diponegoro University Semarang (1982-1987)
Rangkap Jabatan Dual Position	• PT Radana Bhaskara Finance Tbk – Anggota Komite • CSUL Finance – Anggota Komite	• PT Radana Bhaskara Finance Tbk – Member of Committee • CSUL Finance – Member of Committee

Pengalaman Kerja Working Experience	• Head of Internal Audit di PT Bank Permata Tbk (2006-2012) • Head of Division di PT Bank CIMB Niaga Tbk (1991-2006) • Auditor Kantor Akuntan Publik Tahrir Hidayat (1987-1988)	• Head of Internal Audit at PT Bank Permata Tbk (2006-2012) • Head of Division at PT Bank CIMB Niaga Tbk (1991-2006) • Auditor of KAP Tahrir Hidayat (1987-1988)
Hubungan Afiliasi Affiliate Relation	Tidak memiliki hubungan afiliasi baik dalam hal hubungan keuangan maupun kekeluargaan dengan anggota Dewan Pengawas Syariah, anggota Direksi dan Pemegang Saham Utama maupun Pemegang Saham Pengendali	Has no affiliation, either in terms of financial or kinship, with members of the Sharia Supervisory Board, members of the Board of Directors and Major Shareholders or Controlling Shareholders
Kualifikasi Qualification	Pihak independen yang memiliki keahlian dalam bidang keuangan dan audit.	An independent party who has expertise in financial accounting and auditing.

Independensi Komite Audit

Dalam melaksanakan fungsi dan tugasnya, anggota Komite Audit yang berasal dari pihak independen dituntut untuk dapat profesional dan independen tanpa campur tangan dari pihak manapun yang tidak sesuai dengan peraturan perundang-undangan.

Independence of Audit Committee

In carrying out their functions and duties, members of the Audit Committee who are independent parties are required to be professional and independent without interference from any party that is not in accordance with the laws and regulations.

Aspek Independensi	Independence Aspects	Tindomora Siregar	Dwi Sasongko
Tidak memiliki hubungan keuangan dengan Dewan Komisaris dan Direksi	Has no financial relationship with the Board of Commissioners and Directors	√	√
Tidak memiliki hubungan kepengurusan di perusahaan, anak perusahaan, maupun perusahaan afiliasi	Has no management relationship in the Company, its subsidiaries, or affiliated companies	√	√
Tidak memiliki hubungan kepengurusan di perusahaan, anak perusahaan, maupun perusahaan afiliasi	Has no management relationship in the Company, its subsidiaries, or affiliated companies	√	√
Tidak memiliki hubungan keluarga dengan Dewan Komisaris, Direksi, dan/atau sesama anggota Komite Nominasi, Remunerasi dan GCG	Does not have family relations with the Board of Commissioners, Directors, and/or fellow members of the Nomination, Remuneration and GCG Committee	√	√
Tidak menjabat sebagai pengurus partai politik, pejabat dan pemerintah	Does not serve as a manager of political parties, officials and government	√	√

Dalam hal pembuktian independensi, anggota Komite Audit Bank tidak memiliki hubungan keluarga maupun hubungan keuangan, baik langsung maupun tidak langsung yang berkaitan dengan kegiatan usaha Bank.

In terms of proving independence, members of the Bank's Audit Committee have no family or financial relationship, either directly or indirectly, relating to the Bank's business activities.

Nama Name	Jabatan Position	Hubungan Keluarga dengan Financial Relation with						Hubungan Keuangan dengan Family Relation with						Hubungan Kepengurusan Management Relation	
		Dewan Komisaris Board of Commissioners		Direksi Board of Directors		Pemegang Saham Pengendali Shareholders		Dewan Komisaris Board of Commissioners		Direksi Board of Directors		Pemegang Saham Pengendali Shareholders			
		Ya Yes	Tidak No	Ya Yes	Tidak No	Ya Yes	Tidak No	Ya Yes	Tidak No	Ya Yes	Tidak No	Ya Yes	Tidak No	Ya Yes	Tidak No
Tindomora Siregar	Anggota Member		√		√		√		√		√		√		√
Dwi Sasongko	Anggota Member		√		√		√		√		√		√		√

Rapat Komite Audit

Kebijakan Rapat

Rapat Komite Audit Bank Muamalat Indonesia diselenggarakan paling tidak 1 (satu) kali dalam 3 (tiga) bulan. Rapat dapat dinyatakan sah apabila dihadiri oleh lebih dari 1/2 (satu per dua) dari jumlah keseluruhan anggota Komite Audit. Kebijakan tersebut mengacu pada Peraturan Otoritas Jasa Keuangan (POJK) No. 55/POJK.04/2015 tentang Pembentukan dan Pedoman Pelaksanaan Kerja Komite Audit serta diatur dalam Piagam Komite Audit.

Hasil rapat Komite Audit wajib dituangkan ke dalam risalah rapat dan didokumentasikan dengan baik, termasuk apabila terdapat perbedaan pendapat (*dissenting opinion*), yang ditandatangani oleh seluruh anggota Komite Audit yang hadir dan disampaikan kepada Dewan Komisaris.

Pelaksanaan Rapat

Sepanjang tahun buku 2020, Komite Audit menggelar rapat sebanyak 8 (delapan) rapat dengan rincian sebagai berikut.

Audit Committee Meeting

Meeting Policy

The Audit Committee Meeting of Bank Muamalat Indonesia is held at least once in 3 (three) months. Meetings can be declared valid if attended by more than 1/2 (one half) of the total members of the Audit Committee. The policy refers to the OJK Regulation (POJK) Number 55/POJK.04/2015 on the Formation and Guidelines for the Work Implementation of the Audit Committee and is governed in the Audit Committee Charter.

The results of the Audit Committee meeting must be written into the minutes of the meeting and well documented, including any dissenting opinions, which are signed by all members of the Audit Committee who are present and submitted to the Board of Commissioners.

Meeting Implementation

Throughout the 2020 financial year, the Audit Committee held 8 (eight) meetings with the following details.

No	Tanggal Date	Agenda	Peserta Rapat Meeting Participant
1	Kamis, 23 Januari 2020 Thursday, January 23, 2020	Audit Laporan Keuangan Desember 2019 - KAP DBSDA Financial Report Audit December 2019 - KAP DBSDA	1. Iggi H. Achsien 2. Tindomora Siregar 3. Dwi Sasongko
2	Jumat, 21 Febuari 2020 Friday, February 21, 2020	Rapat Kerja Audit 2020 2020 Audit Work Meeting	1. Iggi H. Achsien 2. Tindomora Siregar 3. Dwi Sasongko
3	Jumat, 24 April 2020 Friday, April 24, 2020	Update Hasil Temuan Audit Update on Audit Findings	1. Iggi H. Achsien 2. Tindomora Siregar 3. Dwi Sasongko
4	Kamis, 2 Juli 2020 Thursday, July 2, 2020	• Aktivitas Audit Semester I 2020 • Temuan Audit Signifikan • Review Financial Audited Report BMI 2019 • Pelaksanaan Review Fungsi SKAI BMI • Rekapitulasi Tindak Lanjut Signifikan Temuan Audit • Audit Activity Semester I 2020 • Significant Audit Findings • Review on 2019 BMI Audited Financial Report • Implementation of Review on BMI SKAI Function • Recapitulation of Significant Follow-Up on Audit Findings	1. Iggi H. Achsien 2. Tindomora Siregar 3. Dwi Sasongko
5	Jumat, 18 September 2020 Friday, September 18, 2020	• Aktivitas Audit • Temuan Audit Signifikan • Hasil Kaji Ulang KAP Hertanto Grace Kuarunawan • Usulan Perubahan RKAT 2020 • Kegiatan Preventif Anti-fraud • Audit Activity • Significant Audit Findings • Review on Results by KAP Hertanto Grace Kuarunawan • Proposed Amendments to the 2020 RKAT • Anti-fraud Preventive Activities	1. Iggi H. Achsien 2. Tindomora Siregar 3. Dwi Sasongko
6	Kamis, 5 November 2020 Thursday, November 5, 2020	Update dan Follow up mengenai Temuan Audit Update and Follow up on Audit Findings	1. Iggi H. Achsien 2. Tindomora Siregar 3. Dwi Sasongko
7	Jumat, 18 Desember 2020 Friday, December 18, 2020	• HC Risko Profile dan Signifikan Issue • Update Aktivitas Internal Audit • HC Risk Profile and Significant Issues • Update on Internal Audit Activity	1. Iggi H. Achsien 2. Tindomora Siregar 3. Dwi Sasongko

No	Tanggal Date	Agenda	Peserta Rapat Meeting Participant
8	Selasa, 22 Desember 2020 Tuesday, December 22, 2020	Kick-off Meeting KAP Kick-off Meeting with KAP	1. Iggi H. Achsien 2. Tindomora Siregar 3. Dwi Sasongko

Adapun tingkat kehadiran masing-masing anggota komite adalah sebagai berikut:

The attendance levels of each committee member are as follows:

No	Nama Name	Jabatan Position	Jumlah Rapat Total Meeting	Jumlah Kehadiran Total Attendance	Persentase Kehadiran (%) Attendance Percentage (%)
1	Iggi H. Achsien	Ketua Chairman	8	8	100
2	Tindomora Siregar	Anggota Member	8	8	100
3	Dwi Sasongko	Anggota Member	8	8	100

Pengembangan Kompetensi

Komite Audit Bank Muamalat Indonesia senantiasa melakukan pengembangan kompetensi melalui pelatihan-pelatihan. Informasi lengkap mengenai hal ini disampaikan dalam bab "Profil Perusahaan" Laporan Tahunan Bank Muamalat 2020.

PelaksanaanTugas Komite Audit

Hingga 31 Desember 2020, Komite Audit telah melaksanakan beberapa aktivitas dalam rangka memenuhi tugas dan tanggung jawabnya sebagai organ pendukung Dewan Komisaris dengan rincian pelaksanaan sebagai berikut:

1. Memberikan evaluasi atas aktifitas audit semesteran, temuan audit yang berdamapak siginifikan dan review atas pelaksanaan sistem pengendalian internal dan/atau fungsi SKAI Bank.
2. Melaksanakan evaluasi atas hasil audit laporan keuangan periode 31 Desember 2019 dengan Auditor Eksternal yang ditunjuk oleh Bank.
3. Menyelenggarakan rapat kerja internal audit dan penyusunan anggaran Internal Audit Tahun 2020.
4. Meminta *update* hasil temuan audit tahun berjalan.
5. Melakukan *review* dan kajian atas usulan perubahan RKAT tahun 2020.
6. Melakukan evaluasi kegiatan yang sudah dijalankan dalam pencegahan *fraud*.
7. Meminta update atas tindak lanjut temuan audit yang sudah dijalankan.
8. Memberikan rekomendasi penunjukan Audit Eksternal untuk Laporan Keuangan BMI periode 31 Desember 2020
9. Menyelenggarakan *Kick-Off Meeting General Audit* Laporan Keuangan 2020 dengan Audit Eksternal yang ditunjuk Bank.

Competency Development

The Audit Committee of Bank Muamalat Indonesia continues to develop competencies through trainings. Detailed information regarding this matter is provided in the chapter "Company Profile".

Implementation of the Audit Committee's Duties

As of December 31, 2020, the Audit Committee has carried out several activities in order to fulfill its duties and responsibilities as a supporting organ for the Board of Commissioners with implementation details as follows:

1. Provide evaluation of semester audit activities, audit findings that are significant and review the implementation of the internal control system and/or the function of the Bank's Internal Audit Unit.
2. Conduct an evaluation of the results of the financial statement audit for the period 31 Dec 2019 with an External Auditor appointed by the Bank.
3. Organize internal audit work meetings and prepare the 2020 Internal Audit budget.
4. Request updates on the current year's audit findings.
5. Review and study the proposed changes to the 2020 RKAT.
6. Evaluate activities that have been carried out in fraud prevention.
7. Request updates on follow-up actions to audit findings that have been carried out.
8. Provide recommendations for the appointment of an External Audit for BMI's Financial Statements for the period 31 December 2020.
9. Organize the 2020 Financial Report General Audit's Kick-Off Meeting with an External Audit appointed by the Bank.

KOMITE NOMINASI DAN REMUNERASI

Komite Nominasi dan Remunerasi dibentuk oleh Dewan Komisaris untuk menilai, memantau, mengevaluasi dan memastikan pelaksanaan sistem nominasi dan remunerasi sesuai dengan peraturan perundang-undangan secara teratur dan konsisten. Komite ini juga ditujukan untuk memberikan rekomendasi kepada Dewan Komisaris atas hasil evaluasi mengenai kesesuaian antara sistem nominasi dan remunerasi dengan pelaksanaan kebijakan di internal Bank.

Komite juga melaksanakan tugas lain yang diberikan oleh Dewan Komisaris sepanjang masih dalam lingkup tugas dan kewajiban Dewan Komisaris berdasarkan peraturan perundang-undangan yang berlaku.

Dasar Hukum

Pembentukan Komite Nominasi dan Remunerasi Bank Muamalat Indonesia berpedoman pada peraturan perundangan-undangan yang berlaku, di antaranya:

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.
2. POJK No. 34/POJK.04/2014 tentang Komite Nominasi dan Remunerasi Emiten atau Perusahaan Publik
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. Anggaran Dasar Bank tentang tugas dan wewenang Dewan Komisaris.

Pedoman Kerja/Piagam Nominasi dan Remunerasi

Dalam menjalankan fungsinya, Komite Nominasi dan Remunerasi Bank memiliki piagam yang antara lain, mengatur: struktur dan keanggotaan, persyaratan keanggotaan, tugas dan tanggung jawab, wewenang, kode etik, program kerja, dan pelaporan. Pembaruan Piagam Komite Nominasi dan Remunerasi terakhir dilakukan pada pada tanggal 24 Oktober 2019 dan akan terus diperbarui sesuai dengan perkembangan regulasi yang berlaku serta kondisi terkini Bank.

Kriteria Anggota

Bank Muamalat Indonesia telah mengatur kriteria keanggotaan keanggotaan Komite Nominasi dan Remunerasi untuk anggota yang merupakan Komisaris Independen dan pihak independen, yang juga telah

THE NOMINATION AND REMUNERATION COMMITTEE

The Nomination and Remuneration Committee is formed by the Board of Commissioners to assess, monitor, evaluate and ensure the implementation of the nomination and remuneration system in accordance with laws and regulations on a regular and consistent basis. This committee is also intended to provide recommendations to the Board of Commissioners on the results of evaluation regarding the suitability of the nomination and remuneration systems with the implementation of internal policy of the Bank.

The Committee also performs other duties assigned by the Board of Commissioners as long as it is within the scope of the duties and obligations of the Board of Commissioners based on the prevailing laws and regulations.

Legal Basis

The establishment of the Bank Muamalat Indonesia Nomination and Remuneration Committee is guided by the prevailing laws and regulations, including:

1. Bank Indonesia Regulation No. 11/33/PBI/2009 dated December 7, 2009 on the Implementation of Good Corporate Governance for Sharia Commercial Bank and Sharia Business Unit.
2. POJK No. 34/POJK.04/2014 regarding the Nomination and Remuneration Committee of Issuers or Public Companies.
3. Bank Indonesia's Circular Letter Number 12/13/DPbS dated April 30, 2010 about the Implementation of Good Corporate Governance for Sharia Commercial Bank and Sharia Business Unit.
4. Bank's Articles of Association concerning the duties and authority of the Board of Commissioners.

Board Manual/Charter of Nomination and Remuneration Committee

In carrying out its functions, the Bank's Nomination and Remuneration Committee has a charter which, among other things, govern: structure and membership, membership requirements, duties and responsibilities, authority, code of conduct, work program, and reporting. The last update of the Nomination and Remuneration Committee Charter was made on October 24, 2019 and would continue to be updated in accordance with developments in applicable regulations and the latest conditions of the Bank.

Criteria of Member

Bank Muamalat Indonesia has set the membership criteria of the Nomination and Remuneration Committee for members who are Independent Commissioner and independent party, which have also been stated in the

dituangkan ke dalam Piagam Komite Nominasi dan Remunerasi. Kriteria tersebut di antaranya:

1. Memiliki keseimbangan antara keahlian dan pengalaman dengan latar belakang pemahaman yang luas mengenai proses bisnis Bank Muamalat Indonesia secara umum.
2. Berkewajiban memiliki integritas, akhlak dan moral yang baik.
3. Mempunyai kompetensi dan pengalaman yang cukup di bidang:
   a. Peraturan Perundang-undangan (pemahaman mendalam mengenai konsep dan praktik peraturan perundangan, perbankan, *Good Corporate Governance*).
   b. Proses bisnis perbankan syariah.
4. Wajib memiliki sikap yang independen, objektif dan profesional.
5. Wajib memiliki dedikasi, pemahaman yang baik tentang organisasi, lingkungan bisnis, risiko maupun pengendalian.
6. Wajib memiliki kemampuan komunikasi yang baik.
7. Tidak memiliki kepentingan/keterkaitan pribadi yang dapat menimbulkan dampak negatif dan konflik kepentingan terhadap Bank Muamalat Indonesia, seperti:
   a. Mempunyai ikatan keluarga sedarah dan semenda sampai derajat kedua baik menurut garis lurus maupun garis ke samping dengan staf dan pegawai atau Jajaran Manajemen Bank Muamalat Indonesia.
   b. Mempunyai ikatan dengan rekanan Bank Muamalat Indonesia, pihak-pihak lain yang dilarang menurut ketentuan perundang-undangan maupun peraturan lain yang berlaku.
8. Anggota komite yang berasal dari pihak independen wajib memenuhi syarat:
   a. Tidak mempunyai hubungan Afiliasi dengan Bank Muamalat Indonesia, anggota Direksi, anggota Dewan Komisaris, atau Pemegang Saham Utama Bank Muamalat Indonesia.
   b. Memiliki pengalaman terkait Nominasi dan/atau Remunerasi.
   c. Tidak merangkap jabatan sebagai anggota komite lainnya yang dimiliki Bank Muamalat Indonesia.

Tugas dan Tanggung Jawab

Bank Muamalat Indonesia telah mengatur tugas dan tanggung jawab Komite Nominasi dan Remunerasi yang menjadi pedoman bagi anggota dalam menjalankan tugas.

Nomination and Remuneration Committee Charter. These criteria include:

1. Have a balance between expertise and experience with a background of a broad understanding of the business processes of Bank Muamalat Indonesia in general.
2. Must have good integrity, character and morals.
3. Have sufficient competence and experience in the fields of:
   a. Legislation (in-depth understanding of the concepts and practices of legislation, banking, Good Corporate Governance).
   b. Sharia banking business process.
4. Must have an independent, objective and professional attitude.
5. Must have dedication, a good understanding of the organisation, the business environment, risk and control.
6. Must have good communication skills.
7. Do not have personal interests/relationships that can cause negative impacts and conflicts of interest on Bank Muamalat Indonesia, such as:
   a. Have a family relationship in blood and marriage to the second degree either according to a straight line or sideways line with staff and employees or the Management Board of Bank Muamalat Indonesia.
   b. Have links with Bank Muamalat Indonesia's partners, other parties which are prohibited according to the provisions of the legislation or other applicable regulations.
8. Member of the Committee who comes from independent party must meet the following requirements:
   a. Have no affiliated relationship with Bank Muamalat Indonesia, members of the Board of Directors, members of the Board of Commissioners, or Major Shareholders of Bank Muamalat Indonesia.
   b. Have experience related to Nomination and/or Remuneration.
   c. Not concurrently serving as another committee member owned by Bank Muamalat Indonesia.

Duties and Responsibilities

Bank Muamalat Indonesia has governed the duties and responsibilities of the Nomination and Remuneration Committee which serves as a guideline for members in carrying out their duties.

Rincian Tugas dan Tanggung Jawab		Details of Duties and Responsibilities
Terkait Nominasi Related to Nomination	1. Memberikan rekomendasi kepada Dewan Komisaris mengenai sistem serta prosedur pemilihan dan/atau penggantian anggota Dewan Komisaris, Direksi dan Dewan Pengawas Syariah. 2. Menyerahkan usulan calon yang memenuhi syarat sebagai anggota Direksi, anggota Dewan Komisaris dan Dewan Pengawas Syariah kepada Dewan Komisaris untuk disampaikan kepada RUPS. 3. Memberikan rekomendasi kepada Dewan Komisaris mengenai kebijakan dan kriteria yang dibutuhkan dalam proses nominasi dan kebijakan evaluasi kinerja bagi anggota Direksi dan/atau anggota Dewan Komisaris. 4. Membantu Dewan Komisaris melakukan penilaian kinerja anggota Direksi dan/atau anggota Dewan Komisaris berdasarkan tolok ukur yang telah disusun sebagai bahan evaluasi. 5. Memberikan rekomendasi kepada Dewan Komisaris mengenai program pengembangan kemampuan anggota Direksi dan/atau anggota Dewan Komisaris. 6. Memberikan rekomendasi kepada Dewan Komisaris mengenai calon anggota Dewan Komisaris, Direksi dan/atau Dewan Pengawas Syariah. 7. Memberikan rekomendasi kepada Dewan Komisaris mengenai calon pihak independen yang akan menjadi anggota Komite.	1. Provide recommendations to the Board of Commissioners regarding the system and procedures for the selection and/or replacement of members of the Board of Commissioners, Directors and Sharia Supervisory Board. 2. Provide proposals for candidates who qualify as members of the Board of Directors, members of the Board of Commissioners and Sharia Supervisory Board to the Board of Commissioners to be submitted to the GMS. 3. Provide recommendations to the Board of Commissioners regarding the policies and criteria needed in the Nomination process and performance evaluation policies for members of the Board of Directors and/or members of the Board of Commissioners. 4. Assist the Board of Commissioners in evaluating the performance of members of the Board of Directors and/or members of the Board of Commissioners based on benchmarks that have been prepared as evaluation material. 5. Provide recommendations to the Board of Commissioners regarding the capacity building program for members of the Board of Directors and/or members of the Board of Commissioners. 6. Provide recommendations to the Board of Commissioners regarding prospective members of the Board of Commissioners, Directors, and/or Sharia Supervisory Board. 7. Provide recommendations to the Board of Commissioners regarding candidates for independent parties who will become members of the Committee
Terkait Remunerasi Related to Remuneration	1. Melakukan evaluasi terhadap kebijakan remunerasi. 2. Melakukan evaluasi terhadap kesesuaian antara kebijakan remunerasi dengan pelaksanaan kebijakan tersebut. 3. Memberikan rekomendasi kepada Dewan Komisaris mengenai kebijakan remunerasi bagi Dewan Komisaris, Direksi, Dewan Pengawas Syariah, Pejabat Eksekutif dan karyawani secara keseluruhan. 4. Dalam menjalankan tugas terkait dengan remunerasi, setidaknya perlu memerhatikan: a. Kinerja keuangan b. Pemenuhan pembentukan Penyisihan Penghapusan Aset c. Kewajaran dengan *peer group* d. Pertimbangan sasaran dan strategi jangka panjang Bank	1. Evaluate the remuneration policy. 2. Evaluate the suitability of the remuneration policy and the implementation of the policy. 3. Provide recommendations to the Board of Commissioners regarding the remuneration policy for the Board of Commissioners, Directors, Sharia Supervisory Board, Executive Officers and employees as a whole. 4. In carrying out its duties and responsibilities related to remuneration policies must at least pay attention to: a. Financial performance b. Compliance with the establishment of Allowance for Asset Losses. c. Fairness with peer groups d. Consideration of the Bank's long-term goals and strategies.

Wewenang Komite Nominasi dan Remunerasi

Selain memiliki tugas dan tanggung jawab, Komite Nominasi dan Remunerasi Bank Muamalat Indonesia juga memiliki wewenang sebagaimana diatur dalam Piagam Komite Nominasi dan Remunerasi. Wewenang dimaksud, yakni mengakses dokumen, data, dan informasi yang diperlukan dari Bank Muamalat Indonesia.

Jika diperlukan, Komite Nominasi dan Remunerasi dapat melibatkan pihak independen di luar anggota Komite untuk membantu pelaksanaan tugasnya serta melaksanakan kewenangan lain yang diberikan oleh Dewan Komisaris.

Nomination and Remuneration Committee Authority

Apart from having duties and responsibilities, the Nomination and Remuneration Committee of Bank Muamalat Indonesia also has the authority as stipulated in the Nomination and Remuneration Committee Charter. The authority refers to accessing the required documents, data and information from Bank Muamalat Indonesia.

If necessary, the Nomination and Remuneration Committee may involve independent parties outside the Committee members to assist in the implementation of their duties and carry out other powers assigned by the Board of Commissioners.

Ketentuan Masa Jabatan

Sesuai dengan Anggaran Dasar Bank Muamalat Indonesia, masa tugas anggota Komite Nominasi dan Remunerasi tidak boleh lebih lama dari masa jabatan Dewan Komisaris dan dapat diangkat kembali. Bagi anggota Komite yang bukan berasal dari Dewan Komisaris, pergantiannya paling lambat dilakukakan 60 hari sejak anggota Komite Nominasi dan Remunerasi dimaksud tidak dapat lagi melaksanakan fungsinya.

Terms of Office

In line with the Articles of Association of Bank Muamalat Indonesia, the term of office of the members of the Nomination and Remuneration Committee must not be longer than the term of office of the Board of Commissioners and can be reappointed. For members of the Committee who are not members of the Board of Commissioners, replacements are made no later than 60 days after the members of the Nomination and Remuneration Committee are no longer able to perform their functions.

Komposisi dan Dasar Pengangkatan Komite Nominasi dan Remunerasi

Mengacu pasal 35 Peraturan Bank Indonesia No. 11/33/PBI/2009 tentang Pelaksanaan *Good Corporate Governance* bagi Bank Umum Syariah dan Unit Usaha Syariah, anggota Komite Nominasi dan Remunerasi paling kurang terdiri dari 2 (dua) orang Komisaris Independen dan seorang perjabat eksekutif yang membawahi Sumber Daya Manusia.

Sementara pasal 3 Peraturan Otoritas Jasa Keuangan No. 34/ POJK.04/2014 tentang Komite Nominasi dan Remunerasi Emiten atau Perusahaan Publik mengatur bahwa anggota Komite Nominasi dan Remunerasi paling kurang terdiri dari 3 (tiga) orang anggota: seorang ketua merangkap anggota, yang merupakan Komisaris Independen dan anggota lainnya dapat berasal dari anggota Dewan Komisaris, pihak yang berasal dari luar Bank, atau pihak yang menduduki jabatan manajerial di bawah Direksi yang membidangi sumber daya manusia.

Hingga 31 Desember 2020, komposisi Komite Nominasi dan Remunerasi Bank Muamalat Indonesia berjumlah 5 (lima) orang. Komposisi tersebut telah memenuhi peraturan perundangan-undangan yang ada.

Composition and Basis of Appointment of the Nomination and Remuneration Committee

Referring to article 35 of Bank Indonesia Regulation Number 11/33/PBI/2009 about the Implementation of Good Corporate Governance for Sharia Commercial Bank and Sharia Business Unit, members of the Nomination and Remuneration Committee shall consist of at least 2 (two) Independent Commissioners and an executive officer in charge of Human Resources.

Meanwhile, article 3 of the OJK Regulation Number 34/POJK.04/2014 regarding the Nomination and Remuneration Committee of Issuer or Public Company stipulates that the members of the Nomination and Remuneration Committee shall consist of at least 3 (three) members: a chairman who is concurrently a member, who is an Independent Commissioner and other members can come from members Board of Commissioners, parties from outside the Bank, or parties holding managerial positions under the Board of Directors in charge of human resources.

As of December 31, 2020, the composition of the Bank Muamalat Indonesia Nomination and Remuneration Committee numbered 5 (five) people. The composition has complied with existing laws and regulations.

Komposisi dan Dasar Pengangkatan Komite Nominasi dan Remunerasi

Composition and Basis of Appointment of the Nomination and Remuneration Committee

Nama Name	**Jabatan** Position	**Dasar Pengangkatan** Basis of Appointment	**Keterangan** Description
Ilham A. Habibie	Ketua Chairman	Komite Nominasi dan Remunerasi melalui Surat Keputusan Direksi No. 025/DIR/KPTS/X/2020 tanggal 24 Oktober 2019 The Nomination and Remuneration Committee through the Decree of the Board of Directors Number 025/DIR/KPTS/X/2020 dated 24 October 2019.	Komisaris Independen Independent Commissioner
Iggi H. Achsien	Anggota Member	Surat Keputusan Direksi No. 025/B/DIR-KPTS/X/2019 tentang Komite Nominasi dan Remunerasi PT Bank Muamalat Indonesia Tbk tanggal 24 Oktober 2019. Directors's Decree Number 025/B/DIR-KPTS/X/2019 concerning the Nomination and Remuneration Committee of PT Bank Muamalat Indonesia Tbk dated 24 October 2019.	Komisaris Independen Independent Commissioner

Nama Name	**Jabatan** Position	**Dasar Pengangkatan** Basis of Appointment	**Keterangan** Description
Edy Setiadi	Anggota Member	Surat Keputusan Direksi No. 025/B/DIR-KPTS/X/2019 tentang Komite Nominasi dan Remunerasi PT Bank Muamalat Indonesia Tbk tanggal 24 Oktober 2019. Directors Decree Number 025/B/DIR-KPTS/X/2019 on the Nomination and Remuneration Committee of PT Bank Muamalat Indonesia Tbk dated 24 October 2019.	Komisaris Independen Independent Commissioner
Mohamed Hedi Mejai	Anggota Member	Surat Keputusan Direksi No. 025/B/DIR-KPTS/X/2019 tentang Komite Nominasi dan Remunerasi PT Bank Muamalat Indonesia Tbk tanggal 24 Oktober 2019. Directors Decree Number 025/B/DIR-KPTS/X/2019 about the Nomination and Remuneration Committee of PT Bank Muamalat Indonesia Tbk dated 24 October 2019.	Komisaris Commissioner
Riksa Prakoso	Anggota Member	Surat Keputusan Direksi No. 025/B/DIR-KPTS/X/2019 tentang Komite Nominasi dan Remunerasi PT Bank Muamalat Indonesia Tbk tanggal 24 Oktober 2019. Directors's Decree Number 025/B/DIR-KPTS/X/2019 concerning the Nomination and Remuneration Committee of PT Bank Muamalat Indonesia Tbk dated 24 October 2019.	Pejabat Eksekutif Bank

Profil Komite Nominasi dan Remunerasi

Berikut adalah profil anggota Komite Nominasi dan Remunerasi Bank Muamalat Indonesia.

Nomination and Remuneration Committee Profile

The following is the profile of the members of the Bank Muamalat Indonesia Nomination and Remuneration Committee.

Ilham Akbar Habibie
Ketua
Chairman

Profil lengkap disajikan pada bab "Profil Perusahaan" Laporan Tahunan Bank Muamalat 2020.

The complete profile is presented in the chapter "Company Profile" Annual Report Bank Muamalat 2020.

Iggi H. Achsien
Anggota
Member

Profil lengkap disajikan pada bab "Profil Perusahaan" Laporan Tahunan Bank Muamalat 2020.

The complete profile is presented in the chapter "Company Profile" Annual Report Bank Muamalat 2020.

Edy Setiadi
Anggota
Member

Profil lengkap disajikan pada bab "Profil Perusahaan" Laporan Tahunan Bank Muamalat 2020.

The complete profile is presented in the chapter "Company Profile" Annual Report Bank Muamalat 2020.

Mohamed Hedi Mejai
Anggota
Member

Profil lengkap disajikan pada bab "Profil Perusahaan" Laporan Tahunan Bank Muamalat 2020.

The complete profile is presented in the chapter "Company Profile" Annual Report Bank Muamalat 2020.

Riksa Prakoso
Anggota
Member

Profil lengkap disajikan pada bab "Profil Perusahaan" Laporan Tahunan Bank Muamalat 2020.

The complete profile is presented in the chapter "Company Profile" Annual Report Bank Muamalat 2020.

Rapat Komite Nominasi dan Remunerasi

Kebijakan Rapat

Rapat Komite Nominasi dan Remunerasi Bank Muamalat Indonesia diselenggarakan paling tidak 1 (satu) kali dalam 4 (empat) bulan. Rapat dapat dinyatakan sah apabila dihadiri oleh lebih dari 1/2 (satu per dua) dari jumlah keseluruhan anggota Komite Nominasi dan Remunerasi. Hal tersebut sesuai dengan Peraturan Otoritas Jasa Keuangan (POJK) No. 34/POJK.04/2014 tentang Komite Nominasi dan Remunerasi Emiten atau Perusahaan Publik serta diatur dalam Piagam Komite Nominasi dan Remunerasi.

Hasil rapat Komite wajib dituangkan ke dalam risalah rapat, termasuk apabila terdapat perbedaan pendapat (*dissenting opinion*). Risalah tersebut harus ditandatangani oleh seluruh anggota Komite Nominasi dan Remunerasi yang hadir dan disampaikan kepada Dewan Komisaris.

Pelaksanaan Rapat

Sepanjang tahun buku 2020, Komite Nominasi dan Remunerasi menggelar rapat sebanyak 3 (tiga) kali rapat. Berikut rinciannya.

Nomination and Remuneration Committee Meetings

Meeting Policy

Meetings of the Nomination and Remuneration Committee of Bank Muamalat Indonesia are held at least once in 4 (four) months. Meetings can be declared valid if attended by more than 1/2 (one half) of the total members of the Nomination and Remuneration Committee. This is in accordance with OJK Regulation (POJK) Number 34/POJK.04/2014 on the Nomination and Remuneration Committee of Issuer or Public Company and is regulated in the Nomination and Remuneration Committee Charter.

The results of the Committee's meeting must be recorded in the minutes of the meeting, including any dissenting opinions. The minutes must be signed by all members of the Nomination and Remuneration Committee who are present and submitted to the Board of Commissioners.

Meeting Implementation

Throughout the 2020 financial year, the Nomination and Remuneration Committee held 3 (three) meetings.

Agenda dan Peserta Rapat / Agenda and Meeting Participant

No	Tanggal Date	Agenda	Peserta Rapat Meeting Participant
1	Rabu, 11 Maret 2020 Wednesday, March 11, 2020	Laporan Kerja Tahun 2019 dan Rencana Kerja Tahun 2020 2019 Work Report and 2020 Work Plan	1. Ilham A. Habibie 2. Iggi H. Achsien 3. Edy Setiadi 4. Mohamed Hedi Mejai* 5. Riksa Prakoso

No	Tanggal Date	Agenda	Peserta Rapat Meeting Participant
2	Kamis, 2 Juli 2020 Thursday, July 2, 2020	Agenda terkait nominasi dan/atau remunerasi Agenda related to the nomination and/or remuneration	1. Ilham A. Habibie 2. Iggi H. Achsien 3. Edy Setiadi 4. Mohamed Hedi Mejai* 5. Riksa Prakoso
3	Kamis, 26 November 2020 Thursday, November 26, 2020	Agenda terkait nominasi dan/atau remunerasi Agenda related to the nomination and/or remuneration	1. Ilham A. Habibie 2. Iggi H. Achsien 3. Edy Setiadi 4. Mohamed Hedi Mejai* 5. Riksa Prakoso

*) POAH to IAH

Tingkat kehadiran Rapat / **Meeting Attendance**

No	Nama Name	Jabatan Position	Jumlah Rapat Total Meeting	Jumlah Kehadiran Total Attendance	Persentase Kehadiran (%) Attendance Percentage (%)
1	Ilham A. Habibie	Ketua Chairman	3	3	100
2	Iggi H. Achsien	Anggota Member	3	3	100
3	Edy Setiadi	Anggota Member	3	3	100
4	Mohamed Hedi Mejai	Anggota Member	3	3	100
5	Riksa Prakoso	Anggota Member	3	3	100

Pengembangan Kompetensi

Komite Nominasi dan Remunerasi Bank Muamalat Indonesia senantiasa melakukan pengembangan kompetensi melalui pelatihan-pelatihan. Informasi lengkap mengenai hal ini disampaikan dalam bab "Profil Perusahaan"Laporan Tahunan Bank Muamalat 2020.

Pelaksanaan Tugas Komite Nominasi dan Remunerasi

Hingga 31 Desember 2020, Komite Nominasi dan Remunerasi telah melaksanakan beberapa aktivitas dalam rangka memenuhi tugas dan tanggung jawabnya sebagai organ pendukung Dewan Komisaris dengan rincian pelaksanaan sebagai berikut:

1. Melakukan evaluasi terhadap pelaksanaan kebijakan nominasi dan remunerasi di Bank untuk tahun buku 2019 dan membuat rencana kerja untuk tahun 2020.
2. Melakukan penilaian dan memberikan rekomendasi kepada Dewan Komisaris atas calon anggota Komite Audit yang berasal dari Pihak Independen.

Kebijakan Mengenai Suksesi Direksi

Pelaksanaan suksesi manajemen termasuk didalamnya Direksi di Bank Muamalat didasarkan kepada ketentun ketentuan OJK No. 34/POJK.04/2014 tentang Komite Nominasi dan Remunerasi Emiten atau Perusahaan Publik. Komite yang menjalankan fungsi nominasi dan remunerasi di Bank mempunyai tugas untuk menyusun kebijakan dan kriteria yang dibutuhkan

Competency Development

The Nomination and Remuneration Committee of Bank Muamalat Indonesia continues to develop competencies through trainings. Detailed information regarding this matter is provided in the chapter "Company Profile". Annual Report Bank Muamalat 2020.

Implementation of the Duties of the Nomination and Remuneration Committee

Until 31 December 2020, the Nomination and Remuneration Committee has carried out several activities in order to fulfill its duties and responsibilities as a supporting organ for the Board of Commissioners with implementation details as follows:

1. Evaluate the implementation of the nomination and remuneration policies at the Bank for the 2019 financial year and prepare a work plan for 2020.
2. Assess and provide recommendations to the Board of Commissioners on prospective members of the Audit Committee from independent party.

Policy Regarding the Succession of the Board of Directors

The implementation of management succession including the Board of Directors at Bank Muamalat is based on OJK regulation Number 34/POJK.04/2014 regarding the Nomination and Remuneration Committee of Issuer or Public Company. The committee that carries out the nomination and remuneration functions at the Bank has the task of formulating the policies and criteria required

dalam proses Nominasi calon anggota Direksi. Salah satu kebijakan yang dapat mendukung proses Nominasi sebagaimana dimaksud adalah kebijakan suksesi anggota Direksi. Kebijakan mengenai suksesi bertujuan untuk menjaga kesinambungan proses regenerasi atau kaderisasi kepemimpinan di perusahaan dalam rangka mempertahankan keberlanjutan bisnis dan tujuan jangka panjang perusahaan.

Hingga tahun 2020 ini, Bank Muamalat Indonesia telah memiliki dan menerapkan program *Talent Management* dan *Succession Plan*. Fungsi *talent management* mempersiapkan *pool of talent* dari Bank sebaga upaya menyediaan dan penguatan Sumber Daya Insani di Bank. Suksesi diterapkan untuk penyiapan kader-kader terbaik dari *pool of talent* Bank yang siap menduduki posisi-posisi kritikal termasuk posisi Direksi. Bank telah memiliki *database pool of talent* dan *successor* berdasarkan proses identifikasi *talent* dan suksesor dengan menggunakan metodologi yang disiapkan Bank. Proses validasi dan kalibrasi dilakukan atas *talent* dan Suksesor baik di tingkat Direktorat maupun di tingkat Direksi untuk posisi-posisi strategis yaitu posisi satu level di bawah Direksi dan Region Head. Database ini diperbarui setiap tahun dan menjadi referensi Manajemen dalam melakukan rotasi maupun promosi karyawan serta untuk kebutuhan nominasi jabatan strategis termasuk Direksi.

in the nomination process for prospective members of the Board of Directors. One of the policies that can support the nomination process as referred to is the succession policy of members of the Board of Directors. The succession policy aims to maintain the continuity of the regeneration process or leadership regeneration in the Company in order to maintain business sustainability and the Company's long-term goals.

Until 2020, Bank Muamalat Indonesia has implemented a Talent Management and Succession Plan program. The talent management function prepares the Pool of Talent from the Bank as an effort to provide and strengthen Human Resources in the Bank. Succession is applied to prepare the best cadres from the Pool of Talent Bank who are ready to occupy critical positions including the position of the Board of Directors. The Bank has a Pool of Talent and Successor database based on the process of identifying talent and successors using the methodology prepared by the Bank. The validation and calibration process is carried out on Talent and Successor at both the Directorate level and the Board of Directors level for strategic positions, namely positions one level below the Board of Directors and Region Head. This database is updated annually and serves as a reference for the management in conducting employee rotation and promotion as well as for nominating strategic positions including the Board of Directors.

KOMITE PEMANTAU RISIKO

Komite Pemantau Risiko dibentuk oleh Dewan Komisaris guna membantu pelaksanaan pengawasan dan evaluasi terhadap kebijakan manajemen risiko serta pelaksanaannya. Komite juga smengevaluasi pelaksanaan tugas Komite Manajemen Risiko dan Unit Kerja Manajemen Risiko.

Dasar Hukum

Dalam membentuk Komite Pemantau Risiko, Bank Muamalat Indonesia mengacu pada peraturan perundangan-undangan 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.
2. 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.
3. Anggaran Dasar Bank tentang tugas dan wewenang Dewan Komisaris.

RISK OVERSIGHT COMMITTEE

The Risk Monitoring Committee is formed by the Board of Commissioners to assist in the implementation of supervision and evaluation of risk management policies and their implementation. The Committee also evaluates the implementation of duties of the Risk Management Committee and the Risk Management Work Unit.

Legal Basis

In establishing the Risk Monitoring Committee, Bank Muamalat Indonesia refers to the following laws and regulations:

1. Bank Indonesia's Regulation Number 11/33/PBI/2009 dated December 7, 2009, concerning Implementation of Good Corporate Governance for Sharia Commercial Banks and Sharia Business Units.
2. Bank Indonesia's Circular Letter Number 12/13/DPbS dated April 30, 2010 concerning Implementation of Good Corporate Governance for Sharia Commercial Banks and Sharia Business Units.
3. Bank's Articles of Association concerning the duties and authorities of the Board of Commissioners.

Pedoman Kerja/Piagam Komite Pemantau Risiko

Dalam menjalankan perannya, Komite Pemantau Risiko Bank Muamalat memiliki piagam yang mengatur struktur dan keanggotaan, persyaratan keanggotaan, masa tugas, tugas dan tanggung jawab, wewenang, tata cara dan prosedur penyelenggaraan rapat serta pelaporan kepada Dewan Komisaris. Piagam Komite Pemantau Risiko terakhir dimutakhirkan pada bulan Mei 2020 dan akan terus diperbarui sesuai dengan perkembangan regulasi yang berlaku serta kondisi terkini dari Bank.

Board Manual/Charter of Risk Oversight Committee

In carrying out its role, the Bank Muamalat Risk Monitoring Committee has a charter that governs the structure and membership, membership requirements, tenure, duties and responsibilities, authority, procedures and procedures for holding meetings and reporting to the Board of Commissioners. The Charter of the Risk Monitoring Committee was last updated in May 2020 and would continue to be updated in accordance with developments in applicable regulations and the latest conditions of the Bank.

Kriteria Anggota Komite Pemantau Risiko

Bank Muamalat Indonesia telah mengatur kriteria keanggotaan Komite Pemantau Risiko untuk anggota yang merupakan Komisaris Independen dan pihak independen, yang juga telah dituangkan ke dalam Piagam Komite Pemantau Risiko Kriteria tersebut di antaranya:

1. Mempunya integritas, reputasi keuangan, akhlak dan moral yang baik.
2. Berlatar belakang pendidikan, kemampuan, pengetahuan dan pengalaman yang memadai di bidang keuangan dan perbankan.
3. Dapat bekerja sama dan memiliki kemampuan komunikasi yang baik serta menyediakan waktu yang cukup untuk melaksanakan tugasnya.
4. Mempunyai pengetahuan yang memadai mengenai *Good Corporate Governance* dan manajemen risiko secara umum.
5. Berpengetahuan yang memadai mengenai peraturan perundang-undangan di bidang perbankan dan peraturan perundang-undangan terkait lainnya.
6. Bersedia meningkatkan kompetensi secara terus menerus melalui pendidikan dan pelatihan.
7. 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 Bank Muamalat Indonesia dalam waktu 6 (enam) bulan terakhir.
8. Tidak memiliki saham langsung maupun tidak langsung pada Bank Muamalat Indonesia.
9. Tidak mempunyai kepentingan pribadi yang dapat menimbulkan benturan kepentingan terhadap Bank Muamalat Indonesia.
10. Tidak mempunyai hubungan Afiliasi dengan anggota Dewan Komisaris, anggota Direksi, atau Pemegang Saham Utama Bank Muamalat Indonesia.
11. Tidak mempunyai hubungan usaha baik langsung maupun tidak langsung yang berkaitan dengan kegiatan usaha Bank Muamalat Indonesia.
12. Bukan merupakan pihak yang berasal dari karyawan Bank Muamalat Indonesia.

Criteria of Member of Risk Oversight Committee

Bank Muamalat Indonesia has set the Risk Monitoring Committee membership criteria for members who are Independent Commissioners and independent parties, which have also been stated in the Risk Monitoring Committee Charter. These criteria include:

1. Having integrity, financial reputation, good character, and morals
2. Havin adequate educational background, abilities, knowledge and experience in finance and banking.
3. Being able to work together and have good communication skills and provide sufficient time to carry out their duties.
4. Having adequate knowledge about Good Corporate Governance and risk management in general.
5. Having adequate knowledge of banking laws and regulations and other related laws and regulations.
6. Willing to increase competence continuously through education and training.
7. Not a person in a Public Accountant Office, Legal Consultant Office, Public Appraisal Service Office or other parties providing assurance services, non-assurance services, appraisal services and/or other consulting services to Bank Muamalat Indonesia within the last 6 (six) months.
8. Not having direct or indirect shares in Bank Muamalat Indonesia.
9. Not having personal interests that could cause a conflict of interest against Bank Muamalat Indonesia.
10. Having no affiliated relation with members of the Board of Commissioners, members of the Board of Directors, or Major Shareholders of Bank Muamalat Indonesia.
11. Not having business relationships, directly or indirectly, related to the business activities of Bank Muamalat Indonesia.
12. Not a party originating from Bank Muamalat Indonesia employees.

Tugas dan Tanggung Jawab

Bank Muamalat Indonesia telah mengatur tugas dan tanggung jawab Komite Pemantau Risiko yang mencakup:

1. Mengevaluasi kebijakan dan strategi manajemen risiko yang disusun Manajemen.
2. Mengevaluasi kesesuaian antara kebijakan manajemen risiko dengan pelaksanaan kebijakan tersebut.
3. Mengevaluasi pelaksanaan tugas Komite Manajemen Risiko dan Unit Kerja Manajemen Risiko.
4. Mengevaluasi langkah-langkah yang diambil oleh Direksi dalam rangka memenuhi Otoritas Jasa Keuangan dan peraturan perundang-undangan lain yang berlaku dalam rangka pelaksanaan prinsip kehati-hatian, khususnya yang berkaitan dengan manajemen risiko.
5. Mengevaluasi permohonan atas usulan Direksi yang berkaitan dengan transaksi atau kegiatan usaha yang melampaui kewenangan Direksi untuk dapat digunakan oleh Dewan Komisaris sebagai dasar pengambilan keputusan.
6. Mengevaluasi struktur organisasi manajemen risiko.
7. Mengevaluasi laporan profil risiko dan laporan Bank baik internal maupun eksternal agar sesuai dengan ketentuan yang berlaku.
8. Memastikan bahwa unit kerja manajemen risiko memenuhi kriteria independensi dalam melaksanakan tugas dan tanggung jawabnya.

Duty and Responsibility

Bank Muamalat Indonesia has established the duties and responsibilities of the Risk Monitoring Committee which includes:

1. Evaluating the risk management policies and strategies prepared by Management
2. Evaluating the suitability of the risk management policy and the implementation of the policy.
3. Evaluating the implementation of the tasks of the Risk Management Committee and Risk Management Work Unit.
4. Evaluating the steps taken by the Board of Directors in order to meet the Financial Services Authority and other applicable laws and regulations in the context of implementing prudential principles, particularly those relating to risk management.
5. Evaluating requests for Directors 'proposals relating to transactions or business activities that exceed the Board of Directors' authority to be used by the Board of Commissioners as a basis for decision making.
6. Evaluating the risk management organisation structure.
7. Evaluating the risk profile report and the Bank's report both internal and external to be in accordance with applicable regulations.
8. Ensuring that the risk management work unit meets the independence criteria in carrying out its duties and responsibilities.

Wewenang Komite Pemantau Risiko

Selain memiliki tugas dan tanggung jawab, Komite Pemantau Risiko Bank Muamalat Indonesia juga memiliki wewenang sebagaimana diatur dalam Piagam Komite Pemantau Risiko, yakni:

1. Dapat mengakses dokumen, data, dan informasi Bank tentang karyawan, dana, aset dan sumber daya Bank yang diperlukan.
2. Dapat berkomunikasi langsung dengan karyawan, termasuk Direksi dan pihak yang menjalankan fungsi manajemen risiko dan pihak-pihak lain yang berkaitan dengan tugas dan tanggung jawab Komite Pemantau Risiko.
3. Dapat melibatkan pihak independen di luar anggota Komite Pemantau Risiko yang diperlukan untuk membantu pelaksanaan tugasnya.
4. Melakukan kewenangan lain yang diberikan oleh Dewan Komisaris.

Authorities of Risk Oversight Committee

Apart from having duties and responsibilities, the Bank Muamalat Indonesia Risk Monitoring Committee also has the powers as stipulated in the Risk Monitoring Committee Charter, namely:

1. Can access bank documents, data, and information about employees, funds, assets, and company resources needed.
2. Able to communicate directly with employees, including the Board of Directors, parties who perform risk management functions and other parties related to the duties and responsibilities of the Risk Oversight Committee.
3. Can involve independent parties outside the members of the Risk Monitoring Committee to assist in carrying out its duties.
4. Perform other authorities granted by the Board of Commissioners.

Ketentuan Masa Jabatan

Sesuai dengan Anggaran Dasar Bank Muamalat Indonesia, masa tugas anggota Komite Pemantau Risiko tidak boleh lebih lama dari masa jabatan Dewan Komisaris. Anggota Komite dapat dipilih kembali hanya untuk satu periode berikutnya.

Terms of Office

In accordance with the Articles of Association of Bank Muamalat Indonesia, the term of office of members of the Risk Monitoring Committee must not be longer than the term of office of the Board of Commissioners. Committee members can be re-elected for only one term.

Komposisi dan Dasar Pengangkatan Komite Pemantau Risiko

Mengacu pada pasal 34 Peraturan Bank Indonesia No. 11/33/PBI/2009 tentang Pelaksanaan *Good Corporate Governance* bagi Bank Umum Syariah dan Unit Usaha Syariah, anggota Komite Pemantau Risiko paling kurang terdiri dari: seorang Komisaris Independen, seorang pihak independen yang memiliki keahlian di bidang perbankan syariah, dan seorang pihak independen yang memiliki keahlian di bidang manajemen risiko.

Di tahun 2020, komposisi Komite Pemantau Risiko Bank Muamalat Indonesia berjumlah 3 (tiga) orang. Komposisi itu sesuai dengan peraturan perundangan-undangan yang ada.

Composition and Basis for the Appointment of the Risk Monitoring Committee

Referring to article 34 of Bank Indonesia Regulation's Number 11/33/PBI/2009 on the Implementation of Good Corporate Governance for Sharia Commercial Bank and Sharia Business Unit, members of the Risk Monitoring Committee shall at least consist of: an Independent Commissioner, an independent party with expertise in the field of sharia banking and an independent party with expertise in risk management.

In 2020, the composition of the Bank Muamalat Indonesia Risk Monitoring Committee is 3 (three) people. The composition is in line with existing laws and regulations.

Komposisi dan Dasar Pengangkatan Komite Pemantau Risiko Bank

Composition and Basis of Appointment of the Bank's Risk Monitoring Committee

Nama Name	**Jabatan** Position	**Dasar Pengangkatan** Basis of Appointment	**Keterangan** Description
Edy Setiadi	Ketua Chairman	Surat Keputusan Direksi No. 002/B/DIR-KPTS/IV/2020 tentang Komite Pemantau Risiko PT Bank Muamalat Indonesia Tbk tanggal 8 April 2020 Directors' Decree Number 002/B/DIR-KPTS/IV/2020 on the Risk Monitoring Committee of PT Bank Muamalat Indonesia Tbk dated 8 April 2020	Komisaris Independen Independent Commissioner
Ilham A. Habibie	Anggota Member	Surat Keputusan Direksi No. 002/B/DIR-KPTS/IV/2020 tentang Komite Pemantau Risiko PT Bank Muamalat Indonesia Tbk tanggal 8 April 2020 Directors' Decree No. 002/B /DIR-KPTS/IV/2020 regarding the Risk Monitoring Committee of PT Bank Muamalat Indonesia Tbk dated 8 April 2020.	Komisaris Independen Independent Commissioner
Abdulsalam Mohammed Joher Al-Saleh	Anggota Member	Surat Keputusan Direksi No. 002/B/DIR-KPTS/IV/2020 tentang Komite Pemantau Risiko PT Bank Muamalat Indonesia Tbk tanggal 8 April 2020 Decree of the Board of Directors 002/B/DIR-KPTS/IV/2020 regarding the Risk Monitoring Committee of PT Bank Muamalat Indonesia Tbk dated April 8, 2020.	Komisaris Commissioner
Abdulwahhab Abed	Anggota Member	Surat Keputusan Direksi No. 002/B/DIR-KPTS/IV/2020 tentang Komite Pemantau Risiko PT Bank Muamalat Indonesia Tbk tanggal 8 April 2020 Decree of the Board of Directors 002/B/DIR-KPTS/IV/2020 concerning the Risk Monitoring Committee of PT Bank Muamalat Indonesia Tbk dated April 8, 2020.	Pihak Independen dalam bidang manajemen risiko Independent Party in the field of risk management
Dece Kurniadi	Anggota Member	Surat Keputusan Direksi No. 002/B/DIR-KPTS/IV/2020 tentang Komite Pemantau Risiko PT Bank Muamalat Indonesia Tbk tanggal 8 April 2020 Decree of the Board of Directors 002/B/DIR-KPTS/IV/2020 concerning the Risk Monitoring Committee of PT Bank Muamalat Indonesia Tbk dated 8 April 2020.	Pihak Independen dalam bidang perbankan syariah Independent Party in the field of sharia banking

Profil Komite Pemantau Risiko

Berikut adalah profil Komite Pemantau Risiko Bank Muamalat Indonesia.

Risk Monitoring Committee Profile

The following is the profile of the Bank Muamalat Indonesia Risk Monitoring Committee.

Edy Setiadi
Ketua
Chairman

Profil lengkap disajikan pada bab "Profil Perusahaan". Laporan Tahunan Bank Muamalat 2020.

A complete profile is presented in the chapter "Company Profile.

Ilham A. Habibie
Anggota
Member

Profil lengkap disajikan pada bab "Profil Perusahaan". Laporan Tahunan Bank Muamalat 2020.

A complete profile is presented in the chapter "Company Profile.

Abdulsalam Mohammed Joher Al-Saleh
Anggota
Member

Profil lengkap disajikan pada bab "Profil Perusahaan". Laporan Tahunan Bank Muamalat 2020.

A complete profile is presented in the chapter "Company Profile.

Abdulwahhab Abed
Anggota
Member

Warga Negara Citizen	Saudi Arabia	Saudi Arabia
Domisili Domicile	Jeddah, Saudi Arabia	Jeddah, Saudi Arabia
Usia Age	40 tahun pada akhir Tahun Buku 2020	40 years as of the end of the 2020 Financial Year
Dasar Hukum Pengangkatan Pertama Legal Basis for First Appointment	Diangkat menjadi Anggota Komite Pemantau Rsiko PT Bank Muamalat Indonesia Tbk berdasarkan Surat Keputusan Direksi No. 002/B/DIR-KPTS/IV/2020 tentang Komite Pemantau Risiko PT Bank Muamalat Indonesia Tbk tanggal 8 April 2020.	Appointed as a member of the Risk Monitoring Committee of PT Bank Muamalat Indonesia Tbk based on the Decree of the Board of Directors 002/B/DIR-KPTS/IV/2020 regarding the Risk Monitoring Committee of PT Bank Muamalat Indonesia Tbk dated April 8, 2020.
Riwayat Pendidikan Education Background	• Master of Business (MBA) Finance, McCallum Graduate School of Business, Bentley College, Waltham MA (2005-2006) • Bachelor of Arts (BA) Finance/Accounting, Bentley College (2000-2005)	• Master of Business (MBA) Finance, McCallum Graduate School of Business, Bentley College, Waltham MA (2005-2006) • Bachelor of Arts (BA) Finance/Accounting, Bentley College (2000-2005)
Rangkap Jabatan Dual Position	Saudi Chemical Company Ltd – Anggota Komite	Saudi Chemical Company Ltd – Committee Member
Pengalaman Kerja Working Experience	• Investment Analyst, SEDCO, 2006-2010 • Head of Regional Business Development & Marketing, SEDCO Capital, 2017-2019 • Member of the Nomination and Remuneration Committee, Saudi Chemical Company Ltd, 2019 – saat ini	• Investment Analyst, SEDCO, 2006-2010 • Head of Regional Business Development & Marketing, SEDCO Capital, 2017-2019 • Member of the Nomination and Remuneration Committee, Saudi Chemical Company Ltd, 2019 – present
Hubungan Afiliasi Affiliate Relation	Tidak memiliki hubungan afiliasi baik dalam hal hubungan keuangan maupun kekeluargaan dengan anggota Dewan Pengawas Syariah, anggota Direksi dan Pemegang Saham Utama maupun Pemegang Saham Pengendali	Has no affiliated relation, either in terms of financial or kinship, with members of the Board of Commissioners, members of the Board of Directors and Ultimate Shareholders or Controlling Shareholders
Kualifikasi Qualification	Pihak independen yang memiliki keahlian dalam bidang perbankan/keuangan syariah, dan audit.	An independent party with expertise in banking/finance, auditing, risk and compliance.

Dece Kurniadi
Anggota
Member

Warga Negara Citizen	Indonesia	Indonesia
Domisili Domicile	Jakarta	Jakarta
Usia Age	50 tahun pada akhir Tahun Buku 2020	50 years as of the end of the 2020 Financial Year
Dasar Hukum Pengangkatan Pertama Legal Basis for First Appointment	Diangkat menjadi Anggota Komite Pemantau Rsiko PT Bank Muamalat Indonesia Tbk berdasarkan Surat Keputusan Direksi No. 002/B/DIR-KPTS/IV/2020 tentang Komite Pemantau Risiko PT Bank Muamalat Indonesia Tbk tanggal 8 April 2020.	Appointed as a member of the Risk Monitoring Committee of PT Bank Muamalat Indonesia Tbk based on the Decree of the Board of Directors 002/B/DIR-KPTS/IV/2020 concerning the Risk Monitoring Committee of PT Bank Muamalat Indonesia Tbk dated April 8, 2020.
Riwayat Pendidikan Education Background	• Magister Manajemen Bidang Keuangan Syariah Universitas Indonesia (2011-2013) • Sarjana Hukum, Universitas Islam Indonesia (1990-1995)	• Master of Management in Sharia Finance, University of Indonesia (2011-2013) • Bachelor of Law, Islamic University of Indonesia, 1990-1995)
Rangkap Jabatan Dual Position		
Pengalaman Kerja Working Experience	• Branch Manager di Bank Muamalat Indonesia tahun 2006 • Associate Partner di Konsultan Perbankan Syariah di "SHG-SAM & Rekan" • Associate Partner di Islamic Finance Initiative • Dosen Program Vokasi Administrasi Keuangan dan Perbankan di Universitas Indonesia • Dosen beberapa mata kuliah Perbankan Syariah di Politeknik Negeri Jakarta • Anggota dan Instruktur di Lembaga Pengembangan Perbankan Indonesia - BI • Commissioners dan Finance Advisor di PT Wichindo Pratama Balikpapan • Instruktur di Muamalat Institute • Anggota POKJA IPMP Komite Ekonomi dan Industri Nasional	• Branch Manager at Bank Muamalat Indonesia in 2006 • Associate Partner at "SHG-SAM & Rekan" Sharia Banking Consultant • Associate Partner at Islamic Finance Initiative • Lecturer in Financial Administration and Banking Vocational Program at the University of Indonesia • Lecturer in several Islamic Banking courses at the Jakarta State Polytechnic • Members and Instructors at the Indonesian Banking Development Institute - BI • Commissioner and Financial Advisor at PT Wichindo Pratama Balikpapan • Instructor at Muamalat Institute • Member of POKJA IPMP National Economy and Industry Committee
Hubungan Afiliasi Affiliate Relation	Tidak memiliki hubungan afiliasi baik dalam hal hubungan keuangan maupun kekeluargaan dengan anggota Dewan Pengawas Syariah, anggota Direksi dan Pemegang Saham Utama maupun Pemegang Saham Pengendali	Has no affiliated relation, either in terms of financial or kinship, with members of the Board of Commissioners, members of the Board of Directors and Ultimate Shareholders or Controlling Shareholders
Kualifikasi Qualification	Pihak independen yang memiliki keahlian dalam bidang perbankan/keuangan syariah, dan audit.	An independent party with expertise in banking/finance, auditing, risk and compliance.

Independensi Komite Pemantau Risiko

Dalam melaksanakan fungsi dan tugasnya, anggota Komite Pemantau Risiko yang berasal dari pihak independen dituntut untuk dapat profesional dan independen. Hal itu bermakna, tanpa campur tangan dari pihak mana pun yang tidak sesuai dengan peraturan perundang-undangan.

Independence of Risk Oversight Committee

In carrying out their functions and duties, members of the Risk Monitoring Committee who come from independent parties are required to be professional and independent. This means, without interference from any party that is not in accordance with statutory regulations.

Pernyataan Independensi Komite Pemantau Risiko

Statement of Independence of the Risk Monitoring Committee

Aspek Independensi	Independence Aspects	Abdulwahab Abed	Dece Kurniadi
Tidak memiliki hubungan keuangan dengan Dewan Komisaris dan Direksi	Has no financial relationship with the Board of Commissioners and Directors	√	√
Tidak memiliki hubungan kepengurusan di perusahaan, anak perusahaan, maupun perusahaan afiliasi	Has no management relationship in the company, its subsidiaries, or affiliated companies	√	√
Tidak memiliki hubungan kepengurusan di perusahaan, anak perusahaan, maupun perusahaan afiliasi	Has no management relationship in the company, its subsidiaries, or affiliated companies	√	√
Tidak memiliki hubungan keluarga dengan Dewan Komisaris, Direksi, dan/atau sesama anggota Komite Nominasi, Remunerasi dan GCG	Does not have family relations with the Board of Commissioners, Directors, and/or fellow members of the Nomination, Remuneration and GCG Committee	√	√
Tidak menjabat sebagai pengurus partai politik, pejabat dan pemerintah	Does not serve as a manager of political parties, officials and government	√	√

Dalam hal pembuktian independensi, anggota Komite Pemantau Risiko Bank tidak memiliki hubungan keluarga maupun hubungan keuangan, baik langsung maupun tidak langsung yang berkaitan dengan kegiatan usaha Bank.

In terms of proving independence, members of the Bank's Risk Monitoring Committee do not have family or financial relations, either directly or indirectly, relating to the Bank's business activities.

Hubungan Anggota Komite dengan Dewan Komisaris, Direksi dan Pemegang Saham Pengendali

Relationship between Committee Members and the Board of Commissioners, Directors and Controlling Shareholders

Nama Name	Jabatan Position	Hubungan Keluarga dengan Financial Relation with						Hubungan Keuangan dengan Family Relation with						Hubungan Kepengurusan Management Relation	
		Dewan Komisaris Board of Commissioners		Direksi Board of Directors		Pemegang Saham Pengendali Shareholders		Dewan Komisaris Board of Commissioners		Direksi Board of Directors		Pemegang Saham Pengendali Shareholders			
		Ya Yes	Tidak No	Ya Yes	Tidak No	Ya Yes	Tidak No	Ya Yes	Tidak No	Ya Yes	Tidak No	Ya Yes	Tidak No	Ya Yes	Tidak No
Abdulwahab Abed	Anggota Member		√		√		√		√		√		√		√
Dece Kurniadi	Anggota Member		√		√		√		√		√		√		√

Rapat Komite Pemantau Risiko

Risk Oversight Committee Meeting

Kebijakan Rapat

Rapat Komite Pemantau Risiko Bank Muamalat Indonesia diselenggarakan paling tidak 1 (satu) kali dalam 2 (dua) bulan. Rapat dapat dinyatakan sah apabila dihadiri oleh lebih dari 1/2 (satu per dua) dari jumlah keseluruhan anggota Komite Pemantau Risiko, yang diatur dalam Piagam Komite Pemantau Risiko.

Meeting Policy

Meetings of the Bank Muamalat Indonesia's Risk Monitoring Committee are held at least once in 2 (two) months. Meetings can be declared valid if attended by more than 1/2 (one half) of the total members of the Risk Monitoring Committee, which is stipulated in the Risk Monitoring Committee Charter.

Hasil rapat Komite Pemantau Risiko wajib dituangkan ke dalam risalah rapat dan didokumentasikan dengan baik, termasuk apabila terdapat perbedaan pendapat (*dissenting opinion*), yang ditandatangani oleh seluruh anggota Komite Pemantau Risiko yang hadir dan disampaikan kepada Dewan Komisaris.

The results of the Risk Monitoring Committee meeting must be written into the minutes of the meeting and well documented, including any dissenting opinions, which are signed by all members of the Risk Oversight Committee who are present and submitted to the Board of Commissioners.

Pelaksanaan Rapat

Sepanjang tahun buku 2020, Komite Pemantau Risiko menggelar rapat sebanyak 6 (enam) kali.

Meeting Implementation

Throughout the 2020 financial year, the Risk Monitoring Committee held 6 (six) meetings.

Agenda dan Peserta Rapat

Agenda and Meeting Participant

No	Tanggal Date	Agenda	Peserta Rapat Meeting Participant
1	Kamis, 20 Febuari 2020 Thursday, Februari 20, 2020	1. Profil risiko Bank 2. Update perkembangan projek Al Basith 3. Review portfolio pembiayaan segmen Mortgage atau kepemilikan rumah. 1. The Bank's Risk Profile 2. Update on the development of Al Basith project 3. Review on the mortgage or home ownership segment financing portfolio	1. Edy Setiadi 2. Abdulsalam Al Saleh 3. Dece Kurniadi
2	Kamis, 16 April 2020 Thursday, April 16, 2020	1. Target Market & Risk Acceptance Criteria – untuk segmen Wholesale Banking 2. Rencana bisnis Islamic Segment Funding & Financing 3. Kesiapan Bank dalam menghadapi dampak COVID-19 1. Target Market & Risk Acceptance Criteria – for Wholesale Banking segment 2. Islamic Segment Funding & Financing business plan 3. The Bank's readiness in dealing with the impact of COVID-19	1. Edy Setiadi 2. Ilham A. Habibie 3. Abdulsalam Al Saleh 4. Abdulwahhab Abed 5. Dece Kurniadi
3	Rabu, 17 Juni 2020 Wednesday, June 17, 2020	1. Dampak terkait risiko operasional saat pandemi COVID-19 dan persiapan new normal di Bank Muamalat 2. Dampak risiko likuiditas akibat COVID-19 3. Update perkembangan SDM 1. Impact related to operational risks during the Covid-19 pandemic and preparation for a new normal at Bank Muamalat 2. Impact on liquidity risk due to Covid-19 3. Update on the HR development	1. Edy Setiadi 2. Ilham A. Habibie 3. Abdulsalam Al Saleh 4. Abdulwahhab Abed 5. Dece Kurniadi
4	Selasa, 25 Agustus 2020 Tuesday, August 25, 2020	1. Review pembiayaan segmen retail 2. Update risiko operasional Bank 1. Review on retail segment financing 2. Update on Bank's operational risks	1. Edy Setiadi 2. Ilham A. Habibie 3. Abdulsalam Al Saleh 4. Dece Kurniadi
5	Kamis, 22 Oktober 2020 Thursday, October 22, 2020	1. Review performa pembiayaan setelah penerbitan ketentuan OJK No. 11 tahun 2020 2. Penyelesaian pembiayaan bermasalah 1. Review on financing performance after the issuance of OJK Regulation Number 11 of 2020 2. Settlement of problem financing	1. Edy Setiadi 2. Ilham A. Habibie 3. Dece Kurniadi
6	Jumat, 11 Desember 2020 Friday, December 11, 2020	1. Biaya recovery penyelesaian pembiayaan bermasalah 2. Strategi program untuk mitigasi risiko kepatuhan 1. Cost of recovery of the problem financing settlement 2. Program strategy for compliance risk mitigation	1. Edy Setiadi 2. Ilham A. Habibie 3. Dece Kurniadi

Tingkat Kehadiran Rapat / **Meeting Attendance**

No	Nama Name	Jabatan Position	Jumlah Rapat Total Meeting	Jumlah Kehadiran Total Attendance	Persentase Kehadiran (%) Attendance Percentage (%)
1	Edy Setiadi	Ketua Chairman	6	6	100
2	Ilham A. Habibie	Anggota Member	6	5	83
3	Abdulsalam Mohammed Joher Al-Saleh	Anggota Member	6	4	67
4	Abdulwahhab Abed	Anggota Member	6	2	33
5	Dece Kurniadi	Anggota Member	6	6	100

Pengembangan Kompetensi

Komite Pemantau Risiko Bank Muamalat Indonesia senantiasa melakukan pengembangan kompetensi melalui pelatihan-pelatihan. Informasi lengkap mengenai hal ini disampaikan dalam bab "Profil Perusahaan".

Pelaksanaan Tugas Komite Pemantau Risiko

Hingga 31 Desember 2020, Komite Pemantau Risiko telah melaksanakan beberapa aktivitas dalam rangka memenuhi tugas dan tanggung jawabnya sebagai organ pendukung Dewan Komisaris dengan rincian pelaksanaan sebagai berikut:

1. Menyelenggarakan rapat komite pemantau risiko sesuai dengan ketentuan yang diatur dalam piagam Komite Pemantau Risiko. Selama tahun 2020 Komite Pemantau Risiko telah menyelenggarakan 6 (enam) kali rapat.
2. Melakukan pembahasan dan evaluasi atas hasil penilaian tingkat Kesehatan Bank (RBBR) periode tahun berjalan.
3. Memantau dan mengevaluasi Profil Risiko Bank secara berkala setiap triwulan, serta meninjau tindakan korektif untuk aspek risiko yang dinilai tinggi dan memberikan saran untuk perbaikan.
4. Melakukan kajian atas kinerja portofolio pembiayaan, *target market,* dan *risk acceptance* yang diterapkan dalam proses pembiayaan.
5. Memberikan masukan atas rencana kerja pembiayaan dan pendanaan tahun 2020 khususnya segmen ritel dan *Islamic enterprise*.
6. Melakukan evaluasi dan memberikan rekomendasi atas strategi, tantangan, biaya *recovery,* dan tindak lanjut dalam proses penyelesaian bermasalah Bank.
7. Mengkaji proses dan hasil simulasi kinerja pembiayaan setelah pelaksanaan ketentuan POJK No. 11 tahun 2020.
8. Memberikan rekomendasi mitigasi risiko atas hasil temuan audit terkait kasus *fraud* di Bank.
9. Melakukan evaluasi dan *review* atas strategi Bank untuk meningkatkan kinerja termasuk di dalamnya proyek-proyek yang sudah direncanakan dan/atau sudah dijalankan selama tahun 2020.

Competency Development

The Bank Muamalat Indonesia's Risk Oversight Committee continues to develop competencies through trainings. Detailed information regarding this matter is provided in the chapter "Company Profile".

Implementation of Duties of the Risk Oversight Committee

Until 31 December 2020, the Risk Oversight Committee has carried out several activities in order to fulfill its duties and responsibilities as a supporting organ for the Board of Commissioners with implementation details as follows:

1. Organize risk oversight committee's meetings in accordance with the provisions stipulated in the Risk Oversight Committee charter. During 2020 the Risk Oversight Committee held 6 (six) meetings.
2. Discuss and evaluate the results of the Bank Soundness Level Assessment (RBBR) for the current year.
3. Periodicaly monitor and evaluate the Bank's Risk Profile periodically as well as review corrective actions for high risk aspects and provide suggestions for improvement.
4. Review the performance of the financing portfolio, target market and risk acceptance applied in the financing process.
5. Provide input on the 2020 work plan for financing and funding, especially the retail and Islamic enterprise segments.
6. Evaluate and provide recommendations on strategies, challenges, cost of recovery and follow-up in the process of resolving Bank problems.
7. Review the process and simulation results of financing performance after the implementation of POJK Number 11 of 2020.
8. Provide risk mitigation recommendations for audit findings related to fraud cases in the Bank.
9. Evaluate and review the Bank's strategy to improve performance including projects that have been planned and/or have been implemented during 2020.

KOMITE TATA KELOLA PERUSAHAAN

Komite Tata Kelola Perusahaan dibentuk oleh Dewan Komisaris untuk membantu pelaksanaan pengawasan dan evaluasi terhadap penyelenggaraan GCG dalam setiap aktivitas usaha Bank pada seluruh tingkatan atau jenjang organisasi.

Dasar Hukum

Dalam membentuk Komite Tata Kelola Perusahaan, Bank Muamalat Indonesia mengacu pada peraturan perundangan-undangan 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.
2. 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.
3. Anggaran Dasar Bank tentang tugas dan wewenang Dewan Komisaris.

Pedoman Kerja/Piagam Komite Tata Kelola Perusahaan

Dalam menjalankan perannya, Komite Tata Kelola Perusahaan Bank Muamalat Indonesia memiliki piagam yang mengatur prinsip-prinsip GCG, struktur dan keanggotaan, persyaratan keanggotaan, masa tugas, tugas dan tanggung jawab, wewenang, tata cara dan prosedur penyelenggaraan rapat serta pelaporan kepada Dewan Komisaris. Piagam Komite terakhir dimutakhirkan pada tanggal 19 September 2017 dan akan terus diperbarui sesuai dengan perkembangan regulasi yang berlaku serta kondisi terkini dari Bank.

Kriteria Anggota Komite Tata Kelola Perusahaan

Bank Muamalat Indonesia telah mengatur kriteria keanggotaan keanggotaan Komite Tata Kelola Perusahaan untuk anggota yang merupakan Komisaris Independen dan pihak independen, yang juga telah dituangkan ke dalam Piagam Komite Tata Kelola Perusahaan Kriteria tersebut di antaranya:

1. Harus berintegritas dan memiliki reputasi keuangan yang baik.
2. Harus mempunyai kemampuan, pengetahuan, pengalaman sesuai dengan bidang pekerjaannya, serta mampu berkomunikasi dengan baik.
3. Harus mematuhi kode etik yang ditetapkan oleh Bank.
4. Bersedia meningkatkan kompetensi secara terus menerus melalui pendidikan dan pelatihan. Bukan merupakan orang dalam Kantor Akuntan Publik, Kantor Konsultan Hukum, Kantor Jasa Penilai Publik

CORPORATE GOVERNANCE COMMITTEE

Corporate Governance Committee is established by the Board of Commissioners to assist in the implementation of supervision and evaluation of GCG application in every business activity of the Bank at all levels or ranks of the organization.

Legal Basis

In establishing the Corporate Governance Committee, Bank Muamalat Indonesia refers to the following laws and 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. Bank Indonesia Circular Letter No. 12/13/DPBS dated 30 April 2010 regarding the Implementation of Good Corporate Governance for Sharia Commercial Banks and Sharia Business Units.
3. The Articles of Association of the Bank concerning the duties and authorities of the Board of Commissioners.

Corporate Governance Committee Charter/ Work Guidelines

In carrying out its role, the Bank Muamalat Indonesia Corporate Governance Committee has a charter that regulates GCG principles, structure and membership, membership requirements, term of office, duties and responsibilities, authorities, procedures for holding meetings and reporting to the Board of Commissioners. The Charter of the Committee was last updated on September 19, 2017 and will continue to be updated in accordance with developments in applicable regulations and the latest conditions of the Bank.

Criteria for Members of the Corporate Governance Committee

Bank Muamalat Indonesia has set the criteria for membership of the Corporate Governance Committee for members who are Independent Commissioners and independent parties, which have also been stated in the Corporate Governance Committee Charter. These criteria include:

1. Must have integrity and have a good financial reputation.
2. Must have the ability, knowledge, experience in accordance with the field of work, and be able to communicate well.
3. Must comply with the code of conduct established by the Bank.
4. Willing to improve competence continuously through education and training. Not a person in a Public Accounting Firm, Legal Consulting Firm, Public Appraisal Service Firm or any other party

atau pihak lain yang memberi jasa *assurance*, jasa non-assurance, jasa penilai dan/atau jasa konsultasi lain kepada Emiten atau Perusahaan Publik yang bersangkutan dalam waktu 6 (enam) bulan terakhir.
5. Bukan merupakan orang yang bekerja atau mempunyai wewenang dan tanggung jawab untuk merencanakan, memimpin, mengendalikan, atau mengawasi kegiatan Bank dalam waktu 6 (enam) bulan terakhir kecuali Komisaris Independen.
6. Tidak mempunyai saham langsung maupun tidak langsung pada Bank Muamalat Indonesia.
7. Tidak mempunyai hubungan afiliasi dengan anggota Dewan Komisaris, anggota Direksi, atau Pemegang Saham Utama Bank Muamalat Indonesia.
8. Tidak mempunyai hubungan usaha baik langsung maupun tidak langsung yang berkaitan dengan kegiatan usaha Bank Muamalat Indonesia.

Tugas dan Tanggung Jawab

Bank Muamalat Indonesia telah mengatur tugas dan tanggung jawab Komite Tata Kelola Perusahaan yang mencakup:
1. Mengevaluasi struktur, kerangka tata kelola dan kebijakan GCG Bank Muamalat Indonesia.
2. Memastikan pelaksanaan kebijakan GCG dalam kegiatan Bank Muamalat Indonesia.
3. Mengkaji dan menilai prinsip-prinsip pelaksanaan GCG Bank Muamalat Indonesia secara berkala dan menyampaikan rekomendasi perbaikan kepada Dewan Komisaris.
4. Menyampaikan laporan kepada Dewan Komisaris kegiatan Bank yang tidak sesuai dengan pelaksanaan GCG.
5. Mengkaji laporan *self-assessment* GCG dan laporan tahunan GCG yang diterbitkan oleh Bank Muamalat Indonesia guna memastikan transparansi dan akurasi laporan serta merekomendasikan perbaikan kepada Direksi.
6. Menyampaikan rekomendasi dalam rangka pemberian *endorsement* Dewan Komisaris atas laporan GCG dan kebijakan GCG Bank Muamalat Indonesia.
7. Menyusun dan memutakhirkan piagam Komite Tata Kelola secara berkala.
8. Menjaga kerahasiaan seluruh dokumen, data dan informasi Bank Muamalat Indonesia.

Wewenang Komite Tata Kelola Perusahaan

Selain memiliki tugas dan tanggung jawab, Komite Tata Kelola Perusahaan Bank Muamalat Indonesia juga memiliki wewenang sebagaimana diatur dalam Piagam Komite Tata Kelola Perusahaan, yakni:
1. Dapat mengakses dokumen, data, dan informasi Bank tentang karyawan, dana, aset, dan sumber daya Bank yang diperlukan.

that provides assurance, non-assurance services, appraisal services and/or other consulting services to the concerned Issuer or Public Company within 6 (six) times last month.
5. Not a person who works or has the authority and responsibility to plan, lead, control, or supervise the Bank's activities within the last 6 (six) months, except for an Independent Commissioner.
6. Do not have direct or indirect shares in Bank Muamalat Indonesia.
7. Has no affiliation with members of the Board of Commissioners, members of the Board of Directors, or Major Shareholders of Bank Muamalat Indonesia.
8. Does not have a business relationship, either directly or indirectly, related to the business activities of Bank Muamalat Indonesia.

Duties and Responsibilities

Bank Muamalat Indonesia has regulated the duties and responsibilities of the Corporate Governance Committee which includes:
1. Evaluating the structure, governance framework and GCG policies of Bank Muamalat Indonesia.
2. Ensuring the implementation of GCG policies in the activities of Bank Muamalat Indonesia.
3. Review and assess the principles of GCG implementation of Bank Muamalat Indonesia on a regular basis and submit recommendations for improvements to the Board of Commissioners.
4. Submit reports to the Board of Commissioners on Bank activities that are not in accordance with the implementation of GCG.
5. Review the GCG Self-Assessment report and the GCG annual report published by Bank Muamalat Indonesia to ensure the transparency and accuracy of the report and recommend improvements to the Board of Directors.
6. Delivering recommendations in the context of endorsing the Board of Commissioners on the GCG reports and GCG policies of Bank Muamalat Indonesia.
7. Prepare and update the Governance Committee charter periodically.
8. Maintain the confidentiality of all documents, data and information of Bank Muamalat Indonesia.

Authority of the Corporate Governance Committee

Apart from having duties and responsibilities, the Corporate Governance Committee of Bank Muamalat Indonesia also has the authority as stipulated in the Corporate Governance Committee Charter, namely:
1. Can access Bank documents, data and information regarding the Bank's employees, funds, assets, and required resources.

2. Dapat berkomunikasi langsung dengan karyawan, termasuk Direksi dan pihak-pihak lain yang berkaitan dengan tugas dan tanggung jawab Komite Tata Kelola Perusahaan.
3. Dapat melibatkan pihak independen di luar anggota Komite Tata Kelola Perusahaan yang diperlukan untuk membantu pelaksanaan tugasnya.
4. Melakukan kewenangan lain yang diberikan oleh Dewan Komisaris.

Ketentuan Masa Jabatan

Sesuai dengan Anggaran Dasar Bank Muamalat Indonesia, masa tugas anggota Komite Tata Kelola Perusahaan tidak boleh lebih lama dari masa jabatan Dewan Komisaris. Anggota Komite dapat dipilih kembali hanya untuk satu periode berikutnya.

Komposisi dan Dasar Pengangkatan Komite Tata Kelola Perusahaan

Hingga 31 Desember 2020, komposisi Komite Tata Kelola Perusahaan Bank Muamalat Indonesia berjumlah 3 (tiga) orang. Berikut adalah susunan dan dasar pengangkatannya.

2. Can communicate directly with employees, including the Board of Directors and other parties related to the duties and responsibilities of the Corporate Governance Committee.
3. May involve independent parties other than members of the Corporate Governance Committee who are needed to assist in carrying out their duties.
4. Exercise other authorities assigned by the Board of Commissioners.

Terms of Service Period

In accordance with the Articles of Association of Bank Muamalat Indonesia, the term of office of members of the Corporate Governance Committee must not be longer than the term of office of the Board of Commissioners. Committee members can be re-elected for only one subsequent term.

Composition and Basis of Appointment of the Corporate Governance Committee

As of December 31, 2020, the composition of the Corporate Governance Committee of Bank Muamalat Indonesia consisted of 3 (three) people. The following is the arrangement and basis for the appointment.

Komposisi Anggota Komite Tata Kelola Perusahaan

Composition of Members of the Corporate Governance Committee

Nama Name	**Jabatan** Position	**Dasar Pengangkatan** Basis of Appointment	**Keterangan** Description
Edy Setiadi	Ketua Chairman	Surat Keputusan Direksi No. 003/B/DIR-KPTS/IV/2020 tentang Komite Tata Kelola Perusahaan PT Bank Muamalat Indonesia Tbk tanggal 8 April 2020 Directors Decree No. 003/B /DIR-KPTS/IV/ 2020 concerning the Corporate Governance Committee of PT Bank Muamalat Indonesia Tbk dated April 8, 2020.	Komisaris Independen Independent Commissioner
Mohamed Hedi Mejai	Anggota Member	Surat Keputusan Direksi No. 003/B/DIR-KPTS/IV/2020 tentang Komite Tata Kelola Perusahaan PT Bank Muamalat Indonesia Tbk tanggal 8 April 2020 Directors Decree No. 003/B/DIR-KPTS/IV/2020 concerning Corporate Governance of PT Bank Muamalat Indonesia Tbk dated April 8, 2020.	Komisaris Commissioner
Dece Kurniadi	Anggota Member	Surat Keputusan Direksi No. 003/B/DIR-KPTS/IV/2020 tentang Komite Tata Kelola Perusahaan PT Bank Muamalat Indonesia Tbk tanggal 8 April 2020 Directors Decree No. 003/B/DIR-KPTS/IV/2020 concerning the Corporate Governance Committee of PT Bank Muamalat Indonesia Tbk dated April 8, 2020.	Pihak Independen Independent Party

Profil Komite Tata Kelola Perusahaan

Berikut adalah profil Komite Tata Kelola Perusahaan Bank Muamalat Indonesia.

Corporate Governance Committee Profile

The following is the profile of the Corporate Governance Committee of Bank Muamalat Indonesia.

Edy Setiadi
Ketua
Chairman

Profil lengkap disajikan pada bab "Profil Perusahaan" Laporan Tahunan Bank Muamalat 2020.

The complete profile is presented in the chapter "Company Profile"

Mohamed Hedi Mejai
Anggota
Member

Profil lengkap disajikan pada bab "Profil Perusahaan" Laporan Tahunan Bank Muamalat 2020.

The complete profile is presented in the chapter "Company Profile"

Dece Kurniadi
Anggota
Member

Profil lengkap disajikan pada Sub Bab "Komite Pemantau Risiko"

The complete profile is presented in the Sub Chapter "Risk Monitoring Committee"

Rapat Komite Tata Kelola Perusahaan

Kebijakan Rapat

Rapat Komite Tata Kelola Perusahaan Bank Muamalat Indonesia diselenggarakan paling tidak 1 (satu) kali dalam 6 bulan. Rapat dapat dinyatakan sah apabila dihadiri oleh lebih dari 1/2 (satu per dua) jumlah anggota termasuk seorang Komisaris Independen, yang diatur dalam Piagam Komite Tata Kelola Perusahaan.

Hasil rapat Komite Tata Kelola Perusahaan wajib dituangkan ke dalam risalah rapat dan didokumentasikan dengan baik, termasuk apabila terdapat perbedaan pendapat (*dissenting opinion*), yang ditandatangani oleh seluruh anggota Komite Tata Kelola Perusahaan yang hadir dan disampaikan kepada Dewan Komisaris.

Pelaksanaan Rapat

Sepanjang tahun buku 2020, Komite Tata Kelola Perusahaan menggelar rapat sebanyak 2 (dua) kali dengan rincian sebagai berikut.

Corporate Governance Committee Meetings

Meeting Policy

Meetings of the Corporate Governance Committee of Bank Muamalat Indonesia are held at least once in 6 months. Meetings can be declared valid if attended by more than 1/2 (one half) of the number of members including an Independent Commissioner, which is stipulated in the Corporate Governance Committee Charter.

The results of the Corporate Governance Committee meeting must be written into the minutes of the meeting and well documented, including any dissenting opinions, which are signed by all members of the Corporate Governance Committee who are present and submitted to the Board of Commissioners.

Implementation of Meetings

Throughout the 2020 financial year, the Corporate Governance Committee held 2 (two) meetings with the following details.

Agenda dan Peserta Rapat / **Meeting Agenda and Participants**

No	Tanggal Date	Agenda	Peserta Rapat Meeting Participant
1	Jumat, 10 Januari 2020 Friday, January 10, 2020	1. GCG RBBR 2. BOC Committee Member 3. Report of BOC & Committee BOC Schedule Meeting BOC & Committee BOC	1. Edy Setiadi 2. Mohamed Hedi Mejai
2	Rabu, 21 Oktober 2020 Wednesday, October 21, 2020	GCG Review as of September 2020	1. Edy Setiadi 2. Dece Kurniadi

Tingkat Kehadiran Rapat / **Meeting Attendance Rate**

No	Nama Name	Jabatan Position	Jumlah Rapat Total Meeting	Jumlah Kehadiran Total Attendance	Persentase Kehadiran (%) Attendance Percentage (%)
1	Edy Setiadi	Ketua Chairman	2	2	100
2	Mohamed Hedi Mejai	Anggota Member	2	1	50
3	Dece Kurniadi	Anggota Member	2	1	50

Pengembangan Kompetensi

Komite Tata Kelola Perusahaan Bank Muamalat Indonesia senantiasa melakukan pengembangan kompetensi melalui pelatihan-pelatihan. Informasi lengkap mengenai hal ini disampaikan dalam bab “Profil Perusahaan”.

Competency Development

The Corporate Governance Committee of Bank Muamalat Indonesia continues to develop competencies through trainings. Detailed information regarding this matter is provided in the chapter “Company Profile”.

PelaksanaanTugas Komite Tata Kelola Perusahaan

Hingga 31 Desember 2020, Komite Tata Kelola Perusahaan telah melaksanakan beberapa aktivitas dalam rangka memenuhi tugas dan tanggung jawabnya sebagai organ pendukung Dewan Komisaris dengan rincian pelaksanaan sebagai berikut:

Implementation of Corporate Governance Committee Duties

As of December 31, 2020, the Corporate Governance Committee has carried out several activities in order to fulfill its duties and responsibilities as a supporting organ for the Board of Commissioners with implementation details as follows:

1. Melakukan evaluasi dan rekomendasi atas hasil penilaian *self-assessment* GCG tahun 2020.
2. Menyelenggarakan *workshop refreshment* materi GCG untuk seluruh anggota Direksi dan Dewan Komisaris Bank.
3. Memberikan rekomendasi terkait dengan proses rekrutmen karyawan harus memiliki latar belakang yang kuat dan pentingnya dokumentasi dalam proses rekrutmen.
4. Melakukan review atas kecukupan pelaksanaan aspek *Governance Process, Structure & Outcome* di Bank.
5. Memberikan evaluasi tindak lanjut perbaikan-perbaikan yang sudah dilaksanakan oleh manajemen Bank khususnya terkait dengan aspek tata kelola perusahaan.
6. Monitoring atas pemenuhan ketentuan regulator (OJK/BI) yang berkaitan dengan struktur organisasi Bank.
7. Merekomendasikan agar projek inisiatif/perbaikan yang telah tercapai dapat di dokumentasikan dengan baik sebagai pencapaian Bank.

1. Evaluated and prepared recommendations on the results of the 2020 GCG Self Assessment.
2. Organizing a GCG material refreshment workshop for all members of the Board of Directors and Board of Commissioners of the Bank.
3. Providing recommendations related to employee recruitment process which must have a strong background and highlighted the importance of documentation in the recruitment process.
4. Reviewing the adequacy of the implementation of the Governance Process, Structure & Outcome aspects in the Bank.
5. Provide follow-up evaluations of improvements that have been carried out by the Bank's management, particularly those related to aspects of corporate governance.
6. Monitoring Bank compliance with regulatory provisions (FSA/BI) related to the organizational structure of the Bank.
7. Recommending that the initiative/improvement projects that have been achieved can be properly documented as the Bank's achievements.

KOMITE TATA KELOLA TERINTEGRASI

Komite Tata Kelola Terintegrasi dibentuk oleh Dewan Komisaris untuk membantu pelaksanaan pengawasan dan evaluasi Dewan Komisaris Bank Muamalat Indonesia sebagai entitas utama terhadap penerapan tata kelola dalam konglomerasi keuangan sestaui dengan peraturan perundang-undangan yang berlaku dan prinsip-prinsip syariah.

Dasar Hukum

Dalam membentuk Komite Tata Kelola Terintegrasi, Bank Muamalat Indonesia mengacu pada peraturan perundangan-undangan sebagai berikut:

1. Peraturan Otoritas Jasa Keuangan (POJK) No. 18/POJK.03/2014 perihal Penerapan Tata Kelola Terintegrasi bagi Konglomerasi Keuangan.
2. Surat Edaran Otoritas Jasa Keuangan No. 15/SEOJK.03/2015 tentang Penerapan Tata Kelola Terintegrasi bagi Konglomerasi Keuangan.

Pedoman Kerja/Piagam Komite Tata Kelola Terintegrasi

Dalam menjalankan perannya, Komite Tata Kelola Terintegrasi Bank Muamalat Indonesia memiliki Piagam yang mengatur struktur dan keanggotaan, tugas dan tanggung jawab, sekretaris komite, rapat, kuorum dan keputusan komite, pemanggian, kehadiran dan pelaksanaan komite, keputusan di luar rapat, masa tugas, kajian berkala serta pelaporan kepada Dewan Komisaris. Piagam Komite Tata Kelola Terintegrasi terakhir

THE INTEGRATED GOVERNANCE COMMITTEE

The Integrated Governance Committee was established by the Board of Commissioners to assist in the implementation of supervision and evaluation of the Board of Commissioners of Bank Muamalat Indonesia as the main entity for the implementation of governance in financial conglomerates in accordance with applicable laws and regulations and sharia principles.

Legal Basis

In establishing the Integrated Governance Committee, Bank Muamalat Indonesia refers to the following laws and regulations:

1. Financial Services Authority Regulation (POJK) No. 18/POJK.03/2014 concerning Implementation of Integrated Governance for Financial Conglomerates.
2. Financial Services Authority Circular Letter No. 15/SEOJK.03/2015 concerning Implementation of Integrated Governance for Financial Conglomerates

Integrated Governance Committee Charter/ Work Guidelines

In carrying out its role, the Integrated Governance Committee of Bank Muamalat Indonesia has a Charter which regulates the structure and membership, duties and responsibilities, committee secretaries, meetings, quorums and committee decisions, summons/calls, attendance and implementation of committees, decisions outside meetings, tenure, periodic assessment as well as reporting to the Board of Commissioners. The Integrated

dimutakhirkan pada tanggal 19 September 2017 dan akan terus diperbarui sesuai dengan perkembangan regulasi yang berlaku serta kondisi terkini dari Bank.

Tugas dan Tanggung Jawab

Bank Muamalat Indonesia telah mengatur tugas dan tanggung jawab Komite Tata Kelola Terintegrasi yang mencakup:

1. Melakukan evaluasi atas pelaksanaan tata kelola terintegrasi antara lain melalui penilaian kecukupan pengendalian intern dan pelaksanaan fungsi kepatuhan secara terintegrasi
2. Memberikan rekomendasi kepada Dewan Komisaris Bank Muamalat Indonesia untuk penyempurnaan Pedoman Tata Kelola Terintegrasi.

Ketentuan Masa Jabatan

Sesuai dengan Anggaran Dasar Bank Muamalat Indonesia, masa tugas anggota Komite Tata Kelola Terintegrasi tidak boleh lebih lama dari masa jabatan Dewan Komisaris dan dapat dipilih kembali hanya untuk satu periode berikutnya.

Komposisi dan Dasar Pengangkatan Komite Tata Kelola Terintegrasi

Hingga 31 Desember 2020, komposisi Komite Tata Kelola Terintegrasi Bank Muamalat Indonesia berjumlah 3 (tiga) orang. Berikut adalah susunan dan dasar pengangkatannya.

Governance Committee Charter was last updated on September 19, 2017 and will continue to be updated in accordance with developments in applicable regulations and the latest conditions of the Bank.

Duties and responsibilities

Bank Muamalat Indonesia has regulated the duties and responsibilities of the Integrated Governance Committee which includes:

1. Evaluating the implementation of integrated governance, among others by assessing the adequacy of internal control and implementing the integrated compliance function
2. Provide recommendations to the Board of Commissioners of Bank Muamalat Indonesia to improve the Integrated Governance Guidelines.

Terms of Service Period

In accordance with the Articles of Association of Bank Muamalat Indonesia, the term of office of members of the Integrated Governance Committee must not be longer than the term of office of the Board of Commissioners and can be re-elected only for one subsequent term.

Composition and Basis for the Appointment of the Integrated Governance Committee

As of 31 December 2020, the composition of the Integrated Governance Committee of Bank Muamalat Indonesia consisted of 3 (three) members. The following is the arrangement and basis for the appointment.

Komposisi Komite Tata Kelola Terintegrasi

Composition of the Integrated Governance Committee

No	Tanggal Date	Agenda	Peserta Rapat Meeting Participant
Ilham Akbar Habibie	Ketua (merangkap anggota) Chairman	Surat Keputusan Direksi No. 004/B/DIR-KPTS/ IV/2020 tentang Komite Tata Kelola Terintegrasi PT Bank Muamalat Indonesia Tbk tanggal 8 April 2020 Directors Decree No. 004/B/DIR-KPTS/ IV/ 2020 concerning the Integrated Governance Committee of PT Bank Muamalat Indonesia Tbk dated April 8, 2020.	Komisaris Independen Independent Commissioner
Sholahudin Al-Aiyub	Anggota Member	Surat Keputusan Direksi No. 004/B/DIR-KPTS/ IV/2020 tentang Komite Tata Kelola Terintegrasi PT Bank Muamalat Indonesia Tbk tanggal 8 April 2020 Directors Decree No. 004/B/DIR-KPTS/ IV/ 2020 concerning the Integrated Governance Committee of PT Bank Muamalat Indonesia Tbk dated April 8, 2020.	Ketua Dewan Pengawas Syariah Chairman of Shariah Supervisory Board
Dece Kurniadi	Anggota Member	Surat Keputusan Direksi No. 004/B/DIR-KPTS/ IV/2020 tentang Komite Tata Kelola Terintegrasi PT Bank Muamalat Indonesia Tbk tanggal 8 April 2020 Directors Decree No. 004/B/DIR-KPTS/ IV/ 2020 concerning the Integrated Governance Committee of PT Bank Muamalat Indonesia Tbk dated April 8, 2020.	Pihak Independen Independent Party

Profil Komite Tata Kelola Terintegrasi

Berikut adalah profil Komite Tata Kelola Terintegrasi Bank Muamalat Indonesia.

Integrated Governance Committee Profile

The following is the profile of the Integrated Governance Committee of Bank Muamalat Indonesia.

Ilham Akbar Habibie
Ketua
Chairman

Profil lengkap disajikan pada bab "Profil Perusahaan". Laporan Tahunan Bank Muamalat 2020.

The complete profile is presented in the chapter "Company Profile"

Sholahudin Al-Aiyub
Anggota
Member

Profil lengkap disajikan pada bab "Profil Perusahaan" Laporan Tahunan Bank Muamalat 2020.

The complete profile is presented in the chapter "Company Profile"

Dece Kurniadi
Anggota
Member

Profil lengkap disajikan pada sub bab "Komite Pemantau Risiko".

The complete profile is presented in the sub chapter "Risk Monitoring Committee"

Rapat Komite Tata Kelola Terintegrasi

Kebijakan Rapat

Rapat Komite Tata Kelola Terintegrasi Bank Muamalat Indonesia diselenggarakan paling tidak1 (satu) kali dalam 6 (enam) bulan. Rapat dapat dinyatakan sah apabila dihadiri oleh lebih dari 1/2 (satu per dua) jumlah anggota termasuk seorang Komisaris Independen dan Pihak Independen, yang diatur dalam Piagam Komite Tata Kelola Terintegrasi.

Hasil rapat Komite Tata Kelola Terintegrasi wajib dituangkan ke dalam risalah rapat dan didokumentasikan dengan baik, termasuk apabila terdapat perbedaan pendapat (*dissenting opinion*), yang ditandatangani oleh seluruh anggota Komite Tata Kelola Terintegrasi yang hadir dan disampaikan kepada Dewan Komisaris.

Pelaksanaan Rapat

Sepanjang tahun buku 2020, Komite Tata Kelola Terintegrasi menggelar rapat sebanyak 2 (dua) rapat dengan rincian sebagai berikut.

Integrated Governance Committee Meetings

Meeting Policy

Meetings of the Integrated Governance Committee of Bank Muamalat Indonesia are held at least 1 (once) in 6 (six) months. Meetings can be declared valid if attended by more than 1/2 (one half) of the number of members including an Independent Commissioner and an Independent Party, which is stipulated in the Integrated Governance Committee Charter.

The results of the Integrated Governance Committee meeting must be written into the minutes of the meeting and well documented, including any dissenting opinions, which are signed by all members of the Integrated Governance Committee who are present and submitted to the Board of Commissioners.

Implementation of Meetings

Throughout the 2020 financial year, the Integrated Governance Committee held 2 (two) meetings with the following details.

Agenda dan Peserta Rapat / **Meeting Agenda and Participants**

No	Tanggal Date	Agenda	Peserta Rapat Meeting Participant
1	Rabu, 17 Juni 2020 Wednesday, July 17, 2020	Kondisi Terupdate ALIF Dalam Pemenuhan GCG Updated condition in meeting GCG at ALIF	1. Ilham A. Habibie 2. Sholahudin Al-Aiyub 3. Dece Kurniadi Peserta Lainnya 4. Sukamto*)
2	Rabu, 11 November 2020 Wednesday, November 11, 2020	Update Hasil RUPS Perkembangan Internal Proses ALIF dalam Pemenuhan GCG Update of GMS Results on Internal Process Progress in Compliance with GCG at ALIF	1. Ilham A. Habibie 2. Sholahudin Al-Aiyub 3. Dece Kurniadi

*) Sudah tidak menjabat sebagai Komisaris Independen PT ALIF dan anggota Komite Tata kelola Terintegrasi karena meninggal dunia
Has not served as an Independent Commissioner of PT ALIF and a member of the Integrated Governance Committee because he passed away

Tingkat Kehadiran Rapat / **Meeting Attendance Rate**

No	Nama Name	Jabatan Position	Jumlah Rapat Total Meeting	Jumlah Kehadiran Total Attendance	Persentase Kehadiran (%) Attendance Percentage (%)
1	Ilham A. Habibie	Ketua Chairman	2	2	100
2	Sholahudin Al-Aiyub	Anggota Member	2	2	100
3	Dece Kurniadi	Anggota Member	2	2	100
4	Sukamto*)	Anggota Member	1	1	100

*) Sudah tidak menjabat sebagai Komisaris Independen PT ALIF dan anggota Komite Tata kelola Terintegrasi karena meninggal dunia
Has not served as an Independent Commissioner of PT ALIF and a member of the Integrated Governance Committee because he passed away

Pengembangan Kompetensi

Komite Tata Kelola Terintegrasi Bank Muamalat Indonesia senantiasa melakukan pengembangan kompetensi melalui pelatihan-pelatihan. Informasi lengkap mengenai hal ini disampaikan dalam bab "Profil Perusahaan".

PelaksanaanTugas Komite Tata Kelola Terintegrasi

Hingga 31 Desember 2020, Komite Tata Kelola Terintegrasi telah melaksanakan beberapa aktivitas dalam rangka memenuhi tugas dan tanggung jawabnya sebagai organ pendukung Dewan Komisaris dengan rincian pelaksanaan sebagai berikut:

1. Menyelenggarakan meeting dengan mengikutsertakan perwakilan manajemen Bank dan Perusahaan Anak (ALIF) sesuai denga frekuensi yang telah ditetapkan dalam piagam komite tata kelola terintegrasi.
2. Melakukan evaluasi terhadap hasil penilaian self assessment GCG terintegrasi.
3. Mengkaji hasil RUPS tahunan dan luar biasa yang telah diselenggarakan oleh perusahaan anak yaitu ALIF.
4. Menyampaikan rekomendasi dan/atau masukan terkait dengan strategi penyelesaian permasalahan yang sedang dihadapi perusahaan anak.
5. Memberikan usulan kolaborasi strategi bisnis antara Bank dengan perusahaan anak (ALIF).
6. Melakukan pembahasan dan kajian atas ketentuan terbaru dari OJK perihal Konglomerasi Keuangan.

Competency Development

The Integrated Governance Committee of Bank Muamalat Indonesia continues to develop competencies through trainings. Detailed information regarding this matter is provided in the chapter "Company Profile".

Implementation of the Integrated Governance Committee's Duties

As of December 31, 2020, the Integrated Governance Committee has carried out several activities in order to fulfill its duties and responsibilities as a supporting organ for the Board of Commissioners with implementation details as follows:

1. Holding meetings involving representatives of the management of the Bank and Subsidiaries (ALIF) according to the schedule stipulated in the integrated governance committee charter.
2. Evaluating the results of the integrated GCG self-assessment.
3. Reviewing the results of the annual and extraordinary GMS held by the subsidiary (ALIF).
4. Delivering recommendations and/or input related to problem solving strategies currently being encountered by the subsidiary.
5. Provide a business strategy collaboration proposal between the Bank and its subsidiaries (ALIF).
6. Discuss and review the latest provisions of FSA regarding Financial Conglomerates.

KOMITE DI BAWAH DIREKSI

Mengacu pada Surat Keputusan Direksi No. 021/B/DIR-KPTS/VIII/2018 tentang Penyempurnaan Struktur Organisasi Muamalat Indonesia, Direksi Bank Muamalat Indonesia membentuk 4 (empat) Komite Eksekutif yang dipimpin langsung oleh Direktur Utama dan/atau Direktur terkait, yaitu sebagai berikut:

1. Komite Pengarah Teknologi Informasi
2. Komite Aset dan Liabilitas
3. Komite Manajemen Risiko
4. Komite Sumber Daya Manusia

KOMITE PENGARAH TEKNOLOGI INFORMASI

Pembentukan Komite Pengarah Teknologi Informasi ditujukan untuk membantu tugas Direksi dalam memastikan strategi Teknologi Informasi yang telah ditetapkan sejalan dengan strategi Bank dalam mencapai tujuan bisnis dan operasional Bank.

COMMITTEES UNDER THE BOARD OF DIRECTORS

Referring to the Decree of the Board of Directors No. 021/B/DIR-KPTS/VIII/2018 regarding the Improvement of the Muamalat Indonesia Organizational Structure, the Directors of Bank Muamalat Indonesia form 4 (four) Executive Committees which are led directly by the President Director (Dirut) and/or related Directors, namely as follows:

1. Information Technology Steering Committee
2. Asset and Liability Committee
3. Risk Management Committee
4. Human Capital Committee

INFORMATION TECHNOLOGY STEERING COMMITTEE

The establishment of the Information Technology Steering Committee is intended to assist the Board of Directors in ensuring that the Information Technology strategy that has been set out is in line with the Bank's strategy in achieving the Bank's business and operational objectives.

Dasar Hukum

Dalam membentuk Komite Pengarah Teknologi Informasi, Bank Muamalat Indonesia mengacu pada peraturan perundangan-undangan sebagai berikut:

1. Peraturan Otoritas Jasa Keuangan No. 38/POJK.03/2016 tanggal 1 Desember 2016 tentang Penerapan Manajemen Risiko dalam Penggunaan Teknologi Informasi oleh Bank Umum.
2. Piagam Komite Pengarah Teknologi Informasi Bank Muamalat Indonesia.

Legal Basis

In establishing the Information Technology Steering Committee, Bank Muamalat Indonesia refers to the following laws and regulations:

1. Financial Services Authority Regulation No. 38/POJK.03/2016 dated 1 December 2016 concerning the Implementation of Risk Management in the Use of Information Technology by Commercial Banks.
2. Information Technology Steering Committee Charter of Bank Muamalat Indonesia.

Piagam Komite Pengarah Teknologi Informasi

Dalam menjalankan perannya, Komite Pengarah Teknologi Informasi memiliki Piagam yang mengatur struktur dan keanggotaan, aturan dasar, wewenang dan tanggung jawab, waktu kerja dan pelaporan. Piagam Komite Pengarah Teknologi Informasi terakhir dikinikan pada tanggal 2 Mei 2019 dan akan terus diperbarui sesuai dengan perkembangan regulasi yang berlaku serta kondisi terkini dari Bank.

Information Technology Steering Committee Charter

In carrying out its role, the Information Technology Steering Committee has a Charter which regulates the structure and membership, basic rules, authorities and responsibilities, working time and reporting. The Information Technology Steering Committee Charter was last updated on May 2, 2019 and will continue to be updated in accordance with developments in applicable regulations and the latest conditions of the Bank.

Struktur Keanggotaan

Keanggotaan Komite Pengarah Teknologi Informasi Bank Muamalat Indonesia setidaknya terdiri dari Direktur yang membawahi satuan kerja teknologi informasi, Direktur yang membawahi satuan kerja manajemen risiko, pejabat tertinggi yang membawahi satuan kerja penyelenggara teknologi informasi, dan pejabat tertinggi yang membawahkan satuan kerja pengguna teknologi informasi.

Membership Structure

The membership of the Information Technology Steering Committee of Bank Muamalat Indonesia consists of at least the Director who oversees the information technology work unit, the Director who oversees the risk management work unit, the highest official in charge of the information technology administration work unit, and the highest official in charge of the information technology user work unit.

Komposisi Komite Pengarah Teknologi Informasi

Composition of the Information Technology Steering Committee

Fungsi/Jabatan dalam Komite	Pelaksana/Pejabat dalam Organisasi	Function/Position in Committee	Ex-Officio in the Organization
Penasihat dan Pengawas	Direktur Utama	Advisor and Supervisor	President Director
Ketua	Direktur Operasi	Chairman	Operations Director
Wakil Ketua I	Direktur Kepatuhan	Deputy Chairman I	Compliance Director
Wakil Ketua II	Direktur Keuangan	Deputy Chairman II	Finance Director
Wakil Ketua III	Direktur Bisnis Ritel	Deputy Chairman III	Retail Business Director
Wakil Ketua IV	Chief Corporate Banking Officer	Deputy Chairman IV	Chief Corporate Banking Officer
Wakil Ketua V	Direktur Risiko	Deputy Chairman V	Risk Director
Sekretaris	Head of Information Technology	Secretary	Head of Information Technology
Anggota	Semua Kepala Divisi Terkait	Member	All Relevant Division Head

Tugas dan Tanggung Jawab

Dalam menjalankan fungsinya, Komite Pengarah Teknologi Informasi memiliki tugas dan tanggung jawab yang tertuang dalam Piagam Komite Pengarah Teknologi Informasi, yang mencakup:

Duties and Responsibilities

In carrying out its functions, the Information Technology Steering Committee has the duties and responsibilities set out in the Information Technology Steering Committee Charter, which includes:

Ketua dan Wakil Ketua Chairman and Deputy Chairman	1. Mengusulkan agenda untuk setiap rapat dengan masukan dari anggota komite. 2. Memastikan bahwa agenda rapat dan bahan pembahasan yang relevan didistribusikan kepada semua anggota komite setidaknya satu hari kerja sebelum rapat. 3. Menjaga fokus topik pembahasan dalam rapat. 4. Memastikan rapat dimulai dan diakhiri tepat waktu. 5. Berperan sebagai penghubung antara satuan kerja Teknologi Informasi (TI) dengan satuan kerja pengguna TI dengan Direksi.	1. Propose an agenda for each meeting with input from committee members. 2. Ensure that the meeting agenda and relevant discussion material is distributed to all committee members at least one working day prior to the meeting. 3. Maintain the focus of the discussion topics in the meeting. 4. Ensure meetings to start and end on time. 5. Acting as a liaison between the Information Technology (IT) work unit and the IT user work unit and the Board of Directors.
Sekretaris Secretary	1. Menyiapkan dan mendokumentasikan risalah rapat dari setiap rapat dalam format hardcopy dan/atau format elektronik yang sesuai. 2. Menyediakan daftar tindakan yang perlu dibahas dan ditindaklanjuti serta dibuatkan pemaparan, penanggung jawab dan estimasi waktu penyelesaian rapat. 3. Mendistribusikan risalah rapat dan daftar yang perlu ditindaklanjuti kepada seluruh anggota Komite Pengarah Teknologi Informasi dan satuan kerja terkait.	1. Prepare and keep the minutes of each meeting in hardcopy and/or in appropriate electronic format. 2. Provide a list of actions that need to be discussed and followed up as well as preparing explanation, assigning person in charge and setting an estimated time for completion of the meeting. 3. Distributing minutes of meetings and lists that need to be followed up to all members of the Information Technology Steering Committee and related work units.
Anggota Member	1. Menghadiri rapat Komite Pengarah Teknologi Informasi tepat waktu. 2. Menjaga kerahasian atas pembahasan topik yang sensitif yang dibahas dalam rapat komite. 3. Menjaga kerahasiaan informasi yang bersifat rahasia yang dibahas dalam rapat. 4. Menindaklanjuti keputusan rapat Komite Pengarah Teknologi Informasi. 5. Anggota Komite diharapkan untuk menghadiri setiap pertemuan dan menginformasikan apabila tidak dapat hadir dalam rapat komite.	1. Attend Information Technology Steering Committee meetings on time. 2. Maintain confidentiality of the discussion of sensitive topics discussed in committee meetings. 3. Maintain the confidentiality of information discussed in meetings. 4. Follow up the decisions of the Information Technology Steering Committee meeting. 5. Committee members are expected to attend every meeting and inform the organizer if they cannot attend committee meetings.

Wewenang dan Tanggung Jawab Komite Pengarah Teknologi Informasi

Komite Pengarah Teknologi Informasi memiliki kewenangan untuk menyampaikan saran-saran kepada Direksi mengenai rencana strategis teknologi informasi, proyek yang sedang berlangsung maupun proyek yang akan datang, inisiasi-inisiasi serta rekomendasi kepada Direksi.

Dalam menyusun rencana strategis teknologi informasi, komite harus menyelaraskan dengan rencana strategis kegiatan usaha Bank, dengan memperhatikan faktor efisiensi, efektivitas serta hal-hal sebagai berikut:

1. Rencana pelaksanaan (*roadmap*) untuk mencapai kebutuhan teknologi informasi yang mendukung strategi bisnis Bank.
2. Sumber daya yang dibutuhkan.
3. Keuntungan/manfaat yang akan diperoleh saat rencana diterapkan.
4. Perumusan kebijakan dan prosedur teknologi informasi.
5. Kesesuaian proyek-proyek teknologi informasi yang disetujui dengan rencana strategis teknologi informasi.
6. Kesesuaian pelaksanaan proyek-proyek teknologi informasi yang disetujui dengan rencana proyek yang disepakati dalam *service level agreement*.

Authorities and Responsibilities of the Information Technology Steering Committee

The Information Technology Steering Committee has the authority to submit suggestions to the Board of Directors regarding information technology strategic plans, ongoing and future projects, initiatives and recommendations to the Board of Directors.

In preparing the information technology strategic plan, the committee must align it with the strategic plan for the Bank's business activities, taking into account efficiency and effectiveness factors as well as the following:

1. An implementation plan (roadmap) to meet the need for information technology that supports the Bank's business strategy.
2. Required Resources.
3. Benefits/gains that will be obtained when the plan is implemented.
4. Formulation of information technology policies and procedures.
5. Conformity of approved information technology projects with the information technology strategic plan.
6 Suitability of implementation of approved IT projects with the project plan agreed upon in the service level agreement.

7. Kesesuaian teknologi informasi dengan kebutuhan sistem informasi manajemen yang mendukung pengelolaan kegiatan usaha Bank.
8. Efektivitas langkah-langkah minimalisasi risiko atas investasi Bank pada sektor teknologi informasi.
9. Pemantauan atas kinerja teknologi informasi, dan upaya peningkatannya.
10. Upaya penyelesaian permasalahan teknologi informasi.
11. Kecukupan dan alokasi sumber daya yang dimiliki Bank.

7. Adapting information technology to the need for a management information system that supports the management of the Bank's business activities.
8. The effectiveness of risk minimizing measures for the Bank's investment in the information technology sector.
9. Monitoring the performance of information technology, and efforts to improve it.
10. Efforts to solve information technology problems.
11. Adequacy and allocation of resources in the Bank.

Rapat Komite Pengarah Teknologi Informasi

Piagam Komite Pengarah Teknologi Informasi Bank Muamalat Indonesia mengatur rapat Komite Pengarah Teknologi Informasi wajib diselenggarakan paling kurang 2 (dua) kali dalam satu tahun. Hingga 31 Desember 2020, Komite Pengarah Teknologi Informasi telah menyelenggarakan 2 (dua) kali rapat dengan agenda sebagai berikut.

Information Technology Steering Committee Meeting

The Charter of the Information Technology Steering Committee of Bank Muamalat Indonesia regulates that Information Technology Steering Committee meetings must be held at least 2 (two) times a year. As of December 31, 2020, the Information Technology Steering Committee has held 2 (two) meetings with the following agenda.

No	Tanggal Date	Agenda	Peserta Rapat Meeting Participant
1	Kamis, 4 Juni 2020 Thursday, June 4, 2020	1. IT Milestone & Journey 2015-2020 2. IT Human Resources (MPP) Trend 2017-2020 3. IT OPEX Trend 2017-2020 4. IT CAPEX Trend 2017-2020 5. Major Initiatives 2020 6. IT Capex Plan 2020 1. IT Milestone & Journey 2015 - 2020 2. IT Human Resources (MPP) Trend 2017 - 2020 3. IT OPEX Trend 2017 - 2020 4. IT CAPEX Trend 2017 - 2020 5. Major Initiatives 2020 6. IT Capex Plan 2020	1. Awaldi 2. Avianto 3. Andri Donny 4. Marjuki 5. Dyah Ekowati 6. Edian Fahmy 7. Nanang Basuki 8. Setiawan Sabri 9. Dahnulbahri Noor 10. Novi Wardi 11. Demmy Rizkiadhy 12. Wita Hanayori 13. Wang Wardhana 14. Vinny Rika Anwar 15. Esti Budiarti
2	Rabu, 2 Desember 2020 Wednesday, December 2, 2020	1. Perkembangan IT Human Resource 2017-2020 2. Perkembangan IT OPEX 2017-2021 3. Inisiatif program efisiensi biaya IT 2018-2020 4. IT Major Initiatives 2020 & 2021 5. Rencana Pengembangan TI 2021 6. Perkembangan IT CAPEX 2017-2021 7. Summary Digital Banking Strategy 2021 1. Development of IT Human Resource 2017-2020 2. IT Progress OPEX 2017 – 2021 3. IT Cost Efficiency Initiative Program 2018- 2020 4. IT Major Initiatives 2020 & 2021 5. IT Development Plan 2021 6. IT Development CAPEX 2017-2021 7. Summary Digital Banking Strategy 2021	1. Awaldi 2. Avianto 3. Andri Donny 4. Marjuki 5. Dyah Ekowati 6. Edian Fahmy 7. Nanang Basuki 8. Setiawan Sabri 9. Dahnulbahri Noor 10. Novi Wardi 11. Demmy Rizkiadhy 12. Abdiel Varian Syukur 13. Wang Wardhana 14. Vinny Rika Anwar 15. Wita Hanayori 16. M. Imam Mashudi

KOMITE ALCO (*ASSET & LIABILITY COMMITTEE*)

Pembentukan Komite ALCO ditujukan untuk membantu pelaksanaan tugas 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 perusahaan.

Dasar Hukum

Dalam membentuk Komite ALCO, Bank Muamalat Indonesia mengacu pada peraturan perundangan-undangan 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.
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. Piagam ALCO Bank Muamalat Indonesia.

Piagam Komite ALCO

Dalam menjalankan perannya, Komite ALCO memiliki Piagam yang mengatur struktur dan keanggotaan, tugas dan tanggung jawab, mekanisme pelaksanaan rapat, pelaporan serta sekretariat. Piagam Komite ALCO terakhir dikinikan pada bulan Desember 2016 dan akan terus diperbarui sesuai dengan perkembangan regulasi yang berlaku serta kondisi terkini dari Bank.

ASSET & LIABILITY COMMITTEE

The establishment of the ALCO Committee is aimed at assisting the implementation of the Board of Directors' duties in maintaining a strong balance sheet structure, which includes analysis and formulation of policies and strategies, decision making, supervision in the management of liquidity risk, market risk and capital in line with BI/FSA regulations and the company's business strategy.

Legal Basis

In establishing ALCO Committee, Bank Muamalat Indonesia refers to the following laws and 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. Financial Services Authority Regulation Number 65/POJK.03/2016 concerning Application of Risk Management for Sharia Commercial Banks and Sharia Business Units.
3. Bank Indonesia Circular Letter Number 12/13/DPbS dated April 30, 2010 concerning Implementation of Good Corporate Governance for Sharia Commercial Banks and Sharia Business Units.
4. Bank Muamalat Indonesia ALCO Charter.

ALCO Committee Charter

In carrying out its role, the ALCO Committee has a Charter which regulates the structure and membership, duties and responsibilities, the mechanism for conducting meetings, reporting and the secretariat. The last ALCO Committee Charter was updated on December 2016 and will continue to be updated in accordance with developments in applicable regulations and the latest conditions of the Bank.

Struktur Keanggotaan

Adapun struktur keanggotaan Komite ALCO hingga 31 Desember 2020 adalah sebagai berikut:

Membership Structure

The membership structure of the ALCO Committee until December 31, 2020 is as follows:

Ketua	Direktur Utama	Chairman	President Director
Wakil Ketua	Direktur Keuangan	Vice Chairman	Finance Director
Sekretaris	Head of Treasury	Secretary	Head of Treasury
Anggota Tetap dengan Hak Suara	• Chief Corporate Banking Officer • Retail Banking Director • Compliance Director • Operation Director • Chief Human Capital Officer • Chief Risk Officer	Permanent Members with Voting Rights	• Chief Corporate Banking Officer • Retail Banking Director • Compliance Director • Operation Director • Chief Human Capital Officer • Chief Risk Officer
Anggota Tetap Tanpa Hak Suara	• Head of Global Market • Head of Consumer Banking Business • Head of Special Asset Management • Head of Distribution Network Management • Head of Enterprise Risk Management • Head of Corporate Strategic & Palnning • Head of Treasury (merangkap sekretaris Komite ALCO)	Permanent Members with No Voting Rights	• Head of Global Market • Head of Consumer Banking Business • Head of Special Asset Management • Head of Distribution Network Management • Head of Enterprise Risk Management • Head of Corporate Strategic & Palnning • Head of Treasury (merangkap sekretaris Komite ALCO)
Anggota Tidak Tetap Tanpa Hak Suara	• Kepala Unit Bisnis yang terkait dengan materi pembahasan dalam Rapat ALCO • Region Head atau Branch Manager yang terkait dengan materi pembahasan dalam rapat ALCO	Non-Permanent Members with No Voting Rights	• Head of Business Units related to discussion material in ALCO Meeting • Region Head or Branch Manager related to discussion material in ALCO Meeting

Tugas dan Tanggung Jawab

Dalam menjalankan fungsinya, Komite ALCO memiliki tugas dan tanggung jawab yang tertuang dalam Piagam Komite ALCO, yang mencakup:

1. Mengkaji atau menijau (*review*) terhadap kebijakan dan strategi pengelolaan aset dan kewajiban Bank secara keseluruhan.
2. Menyampaikan rekomendasi kepada Direksi Bank terkait kebijakan dan strategi pengelolaan aset dan kewajiban Perseroan.
3. Mengevaluasi implementasi/pelaksanaan kebijakan dan strategi pengelolaan aset dan kewajiban Bank dalam rangka memenuhi peraturan perundang-undangan yang berlaku terkait dengan pelaksanaan prinsip kehati-hatian oleh Perseroan selaku Bank Umum Syariah.
4. Mengevaluasi kinerja ALCO.

Duties and Responsibilities

In carrying out its functions, the ALCO Committee has the duties and responsibilities set out in the ALCO Committee Charter, which includes:

1. To evaluate or review the policies and strategies for managing the Bank's assets and liabilities as a whole.
2. Delivering recommendations regarding policies and strategies for managing assets and liabilities of the Bank to the Board of Directors
3. Evaluating the implementation/execution of policies and strategies for managing assets and liabilities of the Bank in order to comply with the prevailing laws and regulations and in line to the implementation of prudential principles by the Company as a Sharia Commercial Bank.
4. Evaluating ALCO's performance.

Rapat Komite ALCO

Piagam Komite ALCO Bank Muamalat Indonesia mengatur rapat Komite ALCO wajib diselenggarakan sedikitnya 1 (satu) kali dalam satu bulan pada jadwal dan agenda yang telah ditetapkan. Keputusan rapat ALCO diambil berdasarkan musayrawah mufakat. Adapun ketentuan lain mengenai rapat Komite ALCO adalah sebagai berikut:

ALCO Committee Meetings

The Charter of the ALCO Committee of Bank Muamalat Indonesia stipulates that the ALCO Committee meeting must be held at least 1 (once) a month according to a predetermined schedule and agenda. Decisions of the ALCO meeting are made based on deliberation to reach consensus. The other provisions regarding the ALCO Committee meeting are as follows:

1. Rapat ALCO didahului oleh rapat ASG. Namun, dalam keadaan tertentu Rapat ALCO dapat langsung dilaksanakan tanpa didahului oleh rapat ASG dan dapat pula dilaksanakan di luar jadwal rapat ALCO yang telah ditetapkan dengan menyesuaikan jadwal Direksi.
2. Tiap-tiap anggota ALCO diwajibkan untuk menghadiri rapat ALCO. Apabila anggota ALCO berhalangan untuk menghadiri Rapat ALCO, maka harus diwakili oleh Senior Officer dalam subordinatnya.
3. Rapat ALCO hanya dapat dilaksanakan apabila dihadiri oleh sekurang-kurangnya 50% (lima puluh persen) dari jumlah seluruh anggota ALCO serta dihadiri oleh sekurang-kurangnya dua orang Direktur PBank, yang terdiri dari Ketua ALCO, atau Wakil Ketua ALCO (jika Ketua ALCO berhalangan hadir) dan Direktur yang membawahi unit bisnis.
4. Ketua ALCO memimpin rapat ALCO. Apabila ketua berhalangan hadir maka rapat dipimpin oleh Wakil Ketua ALCO.
5. Sekretaris ALCO menyiapkan materi ALCO.
6. Hasil keputusan rapat ALCO adalah sah jika diputuskan oleh Anggota ALCO yang memiliki hak suara yang menghadiri rapat ALCO.
7. Setiap rapat ALCO dan hasil keputusannya dituangkan ke dalam risalah rapat ALCO yang dibuat dan disampaikan oleh Sekretaris ALCO kepada Ketua ALCO dan Wakil Ketua ALCO untuk ditandatangani oleh Ketua ALCO, Wakil Ketua ALCO dan Sekretaris ALCO untuk selanjutnya didistribusikan oleh Sekretaris ALCO kepada unit kerja terkait.
8. Seluruh dokumen rapat ALCO didokumentasikan oleh Sekretaris ALCO.
9. Hasil keputusan rapat ALCO yang terkait dengan seluruh unit bisnis ditindaklanjuti oleh ALCO dengan menyampaikan memorandum kepada seluruh unit bisnis, Region Head, Branch Manager, dan Operation Manager serta diketahui oleh Direksi. Sementara hasil keputusan rapat ALCO yang harus ditindaklanjuti oleh unit bisnis terkait disampaikan melalui memorandum khusus.

1. The ALCO meeting is preceded by the ASG meeting. However, under certain circumstances, ALCO meeting can be held immediately without being preceded by the ASG meeting and can also be held outside of ALCO meeting schedule that has been determined by adjusting the schedule of the Board of Directors.
2. Each ALCO member is required to attend the ALCO meeting. If ALCO members are unable to attend the ALCO Meeting, they must be represented by a Senior Officer in their subordinates.
3. ALCO meeting can only be held if attended by at least 50% (fifty percent) of the total members of ALCO and attended by at least two Bank Directors, consisting of the Chairman of ALCO, or the Deputy Chairman of ALCO (if the Chairman of ALCO unable to attend) and the Director in charge of the business unit.
4. The Chairman of ALCO chairs the ALCO meeting. If the chairman is unable to attend, the meeting is chaired by the Deputy Chairman of ALCO.
5. The Secretary of ALCO prepares ALCO materials.
6. The results of the decisions of the ALCO meeting are valid if they are decided by ALCO Members who have voting rights and attend the ALCO meeting.
7. Each ALCO meeting and the results of its decisions are written into the minutes of the ALCO meeting which is prepared and submitted by the Secretary of ALCO to the Chair of ALCO and the Deputy Chair of ALCO to be signed by the Chair of ALCO, Deputy Chair of ALCO and the Secretary of ALCO for further distribution by the Secretary of ALCO to related work units
8. All documents of ALCO meetings are filed by the Secretary of ALCO.
9. The results of ALCO meeting decisions related to all business units are followed up by ALCO by submitting a memorandum to all business units, Region Heads, Branch Managers and Operations Manager and are acknowledged by the Board of Directors. Meanwhile, the decision of the ALCO meeting which must be followed up by the related business unit is conveyed through a special memorandum.

Hingga 31 Desember 2020, Komite ALCO telah menyelenggarakan 12 kali rapat dengan agenda sebagai berikut.

Until 31 December 2020, the ALCO Committee has held 12 meetings with the following agenda.

No	Tanggal Date	Agenda	Agenda	Peserta Rapat Meeting Participant
1	Rabu, 29 Januari 2020 Wednesday, January 29, 2020	1. Materi ERM - ATMR dan Rasio KPMM - Perkembangan Asset Liabilities, DPK & Funding - LKRI 2. Liquidity Update - Cash Flow IDR & USD - Liquidity Projection - GWM Projection - Pipeline unit Bisnis - Borrowing Capacity 3. ALM Performance - Bankwide Overview - Funding & Financing Structure - Funding & Financing USD - Cost of Fund 4. Ketentuan Back to Back dan Pricing Pembiayaan 5. Kebijakan FTP 6. Pricing negosiasi wesel export, usance LC/TR/UPAS-Tetap 7. Mekanisme persetujuan dropping	1. ERM Material - RWA and Minimum CAR Ratio - Development of Asset Liabilities, Third-Party Fund & Funding - LKRI 2. Liquidity Update - IDR & USD Cash Flow - Liquidity Projection - GWM Projection - Pipeline of Business units - Borrowing Capacity 3. ALM Performance - Bankwide Overview - Funding & Financing Structure - USD Funding & Financing - Cost of Fund 4. Back to Back and Financing Pricing Provisions 5. FTP Policy 6. Pricing negotiation of export bills, usance/LC/TR/UPAS Fixed 7. Dropping approval mechanism	Achmad Kusna Permana Hery Syafril Andri Donny Avianto Istihardjo Irvan Yulian Noor Purnomo B Soetadi Riksa Prakoso Moch Victor Antariksa Aznovri Kurniawan Irlan Purnama Demmy Rizkiadhy Moh. Madina Hendrik Soe'oed Catur Andayani Agus Amir Agung Prambudi Astri Piesca Rini Muhammad Lutfi Abdiel Varian Syukur Eko Dermawan Citra Kurniawati Alfian K Nugraha Vita Dewiyanti Ridho Gusti Hendharto RW Hendrawan Adinata
2	Kamis, 27 Februari 2020 Thursday, February 27, 2020	1. Materi ERM - ATMR dan Rasio KPMM - Tren Asset Liabilities, DPK & Funding - LKRI 2. Liquidity Update - Cash Flow IDR & USD - Liquidity Projection - GWM Projection - Pipeline unit Bisnis - Borrowing Capacity 3. ALM Performance - Bankwide Overview - Funding & Financing Structure - Funding & Financing USD - Cost of Fund 4. Ketentuan Back to Back dan Pricing Pembiayaan 5. Kebijakan FTP 6. Pricing negosiasi wesel export, usance LC/TR/UPAS-Tetap 7. Mekanisme persetujuan dropping	1. ERM material - RWA and Minimum CAR Ratio - Tren Asset Liabilities, Third-Party Fund & Funding - LKRI 2. Liquidity Update - IDR & USD Cash Flow - Liquidity Projection - GWM Projection - Pipeline of Business units - Borrowing Capacity 3. ALM Performance - Bankwide Overview - Funding & Financing Structure - USD Funding & Financing - Cost of Fund 4. Back to Back and Financing Pricing Provisions 5. FTP Policy 6. Pricing negotiation of export bills, usance/LC/ TR/UPAS Fixed 7. Dropping approval mechanism	Hery Syafril Andri Donny Avianto Istihardjo Irvan Yulian Noor Purnomo B Soetadi Moh. Madina Hendrik Soe'oed Catur Andayani Moch Victor Antariksa Aznovri Kurniawan Demmy Rizkiadhy Zizi Ramadhona Eko Dermawan Abdiel Varian Syukur Muhammad Lutfi Marissa Widyanti Alfian K Nugraha Vita Dewiyanti Ridho Gusti Hendharto

No	Tanggal Date	Agenda	Agenda	Peserta Rapat Meeting Participant
3	Kamis, 19 Maret 2020 Thursday, March 19, 2020	1. Materi ERM - ATMR dan Rasio KPMM - Tren AL, DPK & Funding - LKRI 2. Liquidity Update - Cash Flow IDR & USD - Liquidity Projection - GWM Projection - Pipeline unit Bisnis - Borrowing Capacity 3. ALM Performance - Bankwide Overview - Funding & Financing Structure - Funding & Financing USD - Cost of Fund 4. Ketentuan Back to Back dan Pricing Pembiayaan 5. Kebijakan FTP 6. Pricing negosiasi wesel export, usance LC/TR/UPAS-Tetap 7. Mekanisme persetujuan dropping	1. ERM material - RWA and Minimum CAR Ratio - Tren AL, Third-Party Fund & Funding - LKRI 2. Liquidity Update - IDR & USD Cash Flow - Liquidity Projection - GWM Projection - Pipeline of Business units - Borrowing Capacity 3. ALM Performance - Bankwide Overview - Funding & Financing Structure - USD Funding & Financing - Cost of Fund 4. Back to Back and Financing Pricing Provisions 5. FTP Policy 6. Pricing negotiation of export bills, usance/LC/TR/UPAS Fixed 7. Dropping approval mechanism	Achmad Kusna Permana Hery Syafril Purnomo B Soetadi Awaldi Andri Donny Avianto Istihardjo Irvan Yulian Noor Riksa Prakoso Moh. Madina Hendrik Soe'oed Moch Victor Antariksa Agung Prambudi Agus Amir Catur Andayani Aznovri Kurniawan Wang Wardana Denny Riyanto Rizky Sabilly Firdaus Edian Fahmi Susantyo Irawan Astri Piesca Rini Muhammad Lutfi Citra Kurniawati Demmy Rizkiadhy Setiabudi Dina Novita Daulay Sari Suwarman Alfian K Nugraha Vita Dewiyanti Ridho Gusti Hendharto Maulati Mushafi
4	Kamis, 23 April 2020 Thursday, April 23, 2020	1. Materi ERM - Tren Pergerakan posisi pendanaan Bank - LKRI - Stress test likuiditas 2. Market Update - Harga Komoditas - Kondisi ekonomi Indonesia 3. ALM Performance - Bankwide Overview - Funding & Financing Structure - FDR - Run Off vs Disburse - COF dan Yield Financing 4. Liquidity Update - Cash Flow IDR & USD - Liquidity Projection - GWM Projection - Pipeline unit Bisnis - Borrowing, SWAP dan Repo Capacity - Ringkasan kebijakan baru Regulator 5. Analisis Dana Haji - Analisis Industri - Analisis BMI 6. Ketentuan Back to Back dan Pricing Pembiayaan 7. Kebijakan FTP 8. Pricing negosiasi wesel export, usance LC/TR/UPAS-Tetap 9. Mekanisme persetujuan dropping	1. ERM material - Trends in the movement of the Bank's funding position - LKRI - Liquidity Stress test 2. Market Update - Commodity Prices - Indonesia's economic condition 3. ALM Performance - Bankwide Overview - Funding & Financing Structure - FDR - Run Off vs Disburse - COF and Yield Financing 4. Liquidity Update - IDR & USD Cash Flow - Liquidity Projection - GWM Projection - Pipeline of Business units - Borrowing, SWAP and Repo Capacity - Regulator's new policy summary 5. Analysis of Hajj Funds - Industrial Analysis - BMI analysis 6. Back to Back and Financing Pricing Provisions 7. FTP Policy 8. Pricing negotiation of export bills, usance LC /TR/UPAS Fixed 9 . Dropping approval mechanism	Achmad Kusna Permana Hery Syafril Andri Donny Awaldi Irvan Yulian Noor Avianto Istihardjo Riksa Prakoso Moh. Madina Hendrik Soe'oed Moch Victor Antariksa Agus Amir Aznovri Kurniawan Catur Andayani Demmy Rizkiadhy Astri Piesca Rini Agung Prambudi Eko Dermawan Rizky Sabilly Firdaus Muhammad Lutfi Citra Kurniawati Christine Ullyana Marissa Widyanti Hendrawan Maulati Mushafi Vita Dewiyanti Ridho Gusti Hendharto

No	Tanggal Date	Agenda	Agenda	Peserta Rapat Meeting Participant
5	Selasa, 19 Mei 2020 Tuesday, May 19, 2020	1. Market Update - Harga Komoditas - Kondisi ekonomi Indonesia 2. ALM Performance - Bankwide Overview - Funding & Financing Structure - FDR - Run Off vs Disburse - COF dan Yield Financing 3. Liquidity Update - Cash Flow IDR & USD - Fund Movement - Borrowing, SWAP dan Repo Capacity 4. Ketentuan Back to Back dan Pricing Pembiayaan 5. Kebijakan FTP 6. Pricing negosiasi wesel export, usance LC/TR/UPAS-Tetap 7. Mekanisme persetujuan dropping	1. Market Update - Commodity Prices - Indonesia's economic condition 2. ALM Performance - Bankwide Overview - Funding & Financing Structure - FDR Run Off vs Disburse - COF and Yield Financing 3. Liquidity Update - IDR & USD Cash Flow - Fund Movement - Borrowing, SWAP and Repo Capacity 4. Back to Back and Financing Pricing Provisions 5. FTP Policy 6. Pricing negotiation of export bills, usance LC / TR / UPAS Fixed 7. Dropping approval mechanism	Achmad Kusna Permana Hery Syafril Purnomo B Soetadi Andri Donny Awaldi Irvan Yulian Noor Avianto Istihardjo Riksa Prakoso Moh. Madina Hendrik Soe'oed Moch Victor Antariksa Agung Prambudi Agus Amir Aznovri Kurniawan Catur Andayani Wang Wardana Demmy Rizkiadhy Susantyo Irawan Astri Piesca Rini Edian Fahmy Eko Dermawan Rizky Sabilly Firdaus Muhammad Lutfi Citra Kurniawati Christine Ullyana Marissa Widyanti Hendrawan Maulati Mushafi Vita Dewiyanti Ridho Gusti Hendharto Erick Ermawan Zizi Ramadhona Prima Ekalisanti Dina Novita Daulay Sari Suwarman Alfian K Nugraha
6	Rabu, 17 Juni 2020 Wednesday, June 17, 2020	1. Market Update - Kondisi ekonomi global - Kondisi ekonomi Indonesia 2. ALM Performance - Bankwide Overview - Funding & Financing Structure - FDR - Run Off vs Disburse - COF dan Yield Financing 3. Liquidity Update - Cash Flow IDR & USD - Fund Movement - Borrowing, SWAP dan Repo Capacity 4. Ketentuan Back to Back dan Pricing Pembiayaan 5. Kebijakan FTP 6. Pricing negosiasi wesel export, usance LC/TR/UPAS-Tetap 7. Mekanisme persetujuan dropping	1. Market Update - Global economic conditions - Indonesia's economic condition 2. ALM Performance - Bankwide Overview - Funding & Financing Structure - FDR - Run Off vs Disburse - COF and Yield Financing 3. Liquidity Update - IDR & USD Cash Flow - Fund Movement - Borrowing, SWAP and Repo Capacity 4. Back to Back and Financing Pricing Provisions 5. FTP Policy 6. Pricing negotiation of export bills, usance LC / TR / UPAS Fixed 7. Dropping approval mechanism	Achmad Kusna Permana Hery Syafril Purnomo B Soetadi Andri Donny Awaldi Irvan Yulian Noor Avianto Istihardjo Riksa Prakoso Moh. Madina Hendrik Soe'oed Moch Victor Antariksa Agung Prambudi Agus Amir Aznovri Kurniawan Catur Andayani Wang Wardana Demmy Rizkiadhy Susantyo Irawan Astri Piesca Rini Arief Budianto Eko Dermawan Rizky Sabilly Firdaus Muhammad Lutfi Citra Kurniawati Christine Ullyana Hendrawan Maulati Mushafi Vita Dewiyanti Ridho Gusti Hendharto Erick Ermawan Zizi Ramadhona Prima Ekalisanti Dina Novita Daulay Sari Suwarman Alfian K Nugraha

No	Tanggal Date	Agenda	Agenda	Peserta Rapat Meeting Participant
7	Kamis, 23 Juli 2020 Thursday, July 23, 2020	1. ERM Material - ATMR dan Rasio KPMM - Tren DPK dan Financing - Update kondisi Likuiditas-LKRI 2. Market Update - Kondisi ekonomi Global - Kondisi ekonomi Indonesia 3. ALM Performance - Bankwide Overview - Funding & Financing Structure - FDR - Run Off vs Disburse - COF dan Yield Financing 4. Liquidity Update - Cash Flow IDR & USD - Pipeline Unit Bisnis - Borrowing, SWAP dan Repo Capacity 5. Ketentuan Back to Back dan Pricing Pembiayaan 6. Kebijakan FTP 7. Pricing negosiasi wesel export, usance LC/TR/UPAS-Tetap 8. Mekanisme persetujuan dropping	1. ERM Material - RWA and Minimum CAR Ratio - Trends in TPF and Financing - Liquidity Update-LKRI 2. Market Update - Global economic conditions - Indonesia's economic condition 3. ALM Performance - Bankwide Overview - Funding & Financing Structure - FDR - Run Off vs Disburse - COF and Yield Financing 4. Liquidity Update - IDR & USD Cash Flow - Pipeline of Business Unit - Borrowing, SWAP and Repo Capacity 5. Terms of Back to Back and Financing Pricing 6. FTP Policy 7. Pricing negotiation of export bills, usance LC / TR / UPAS Fixed 8. Dropping approval mechanism	Achmad Kusna Permana Hery Syafril Andri Donny Awaldi Irvan Yulian Noor Avianto Istihardjo Riksa Prakoso Moch Victor Antariksa Agung Prambudi Aznovri Kurniawan Wang Wardana Eko Dermawan Rizky Sabilly Firdaus Muhammad Lutfi Marissa Widyanti Hafni Marfu'ah M Maulati Mushafi Vita Dewiyanti Ridho Gusti Hendharto Erick Ermawan Zizi Ramadhona Prima Ekalisanti Dina Novita Daulay Sari Suwarman Alfian K Nugraha
8	Sabtu, 23 Agustus 2020 Saturday, August 23, 2020	1. Market Update - Kondisi ekonomi Global - Kondisi ekonomi Indonesia 2. ALM Performance - Bankwide Overview - Funding & Financing Structure - FDR - Run Off vs Disburse - COF dan Yield Financing 3. Liquidity Update - Cash Flow IDR & USD - Fund Movement - Borrowing, SWAP dan Repo Capacity 4. Leading Issues - Tren DPK Industri Perbankan 5. Ketentuan Back to Back dan Pricing Pembiayaan 6. Kebijakan FTP 7. Pricing negosiasi wesel export, usance LC/TR/UPAS-Tetap 8. Mekanisme persetujuan dropping 9. Materi Tambahan - Usulan dari Corporate Planning	1. Market Update - Global economic conditions - Indonesia's economic condition 2. ALM Performance - Bankwide Overview - Funding & Financing Structure - FDR Run Off vs Disburse - COF and Yield Financing 3. Liquidity Update - IDR & USD Cash Flow - Fund Movement - Borrowing, SWAP and Repo Capacity 4. Leading Issues - Banking Industry TPF Trend 5. Terms of Back to Back and Financing Pricing 6. FTP Policy 7. Pricing negotiation of export bills, usance LC /TR/UPAS Fixed 8. Dropping approval mechanism 9. Additional Material - Suggestions from Corporate Planning	Achmad Kusna Permana Hery Syafril Purnomo B Soetadi Andri Donny Awaldi Irvan Yulian Noor Avianto Istihardjo Riksa Prakoso Moh. Madina Hendrik Soe'oed Moch Victor Antariksa Agung Prambudi Agus Amir Aznovri Kurniawan Catur Andayani Wang Wardana Demmy Rizkiadhy Hafni Marfu'ah M Astri Piesca Rini Fadhila Harika Wijaya Eko Dermawan Rizky Sabilly Firdaus Muhammad Lutfi Citra Kurniawati Marissa Widyanti Maulati Mushafi Vita Dewiyanti Ridho Gusti Hendharto Erick Ermawan Zizi Ramadhona Prima Ekalisanti Dina Novita Daulay Sari Suwarman Alfian K Nugraha

No	Tanggal Date	Agenda	Agenda	Peserta Rapat Meeting Participant
9	Rabu, 23 September 2020 Wednesday, September 23, 2020	1. ERM Material - RWA & KPMM ratio - Funding Trend - Update Liquidity Status-LKRI 2. Market Update - Harga Komoditas - Kondisi ekonomi Indonesia 3. ALM Performance - Bankwide Overview - Funding & Financing Structure - FDR - Run Off vs Disburse - COF dan Yield Financing 4. Liquidity Update - Cash Flow IDR & USD - Borrowing, SWAP dan Repo Capacity 5. Leading Issues - Market Share Industri Perbankan - Pergerakan Deposan BMI 6. Ketentuan Back to Back dan Pricing Pembiayaan 7. Kebijakan FTP 8. Pricing negosiasi wesel export, usance LC/TR/UPAS-Tetap 9. Mekanisme persetujuan dropping	1. ERM Material - RWA & Minimum CAR ratio - Funding Trend - Update Liquidity Status LKRI 2. Market Update - Commodity Prices - Indonesian Economic Condition 3. ALM Performance - Bankwide Overview - Funding & Financing Structure - FDR Run Off vs Disburse - COF and Yield Financing 4. Liquidity Update - IDR & USD Cash Flow - Borrowing, SWAP and Repo Capacity 5. Leading Issues - Market Share of Banking Industry - Trend of BMI Deposit Customers 6. Back to Back and Financing Pricing 7. FTP Policy 8. Pricing negotiation of export bills, usance LC/TR/UPAS Fixed 9. Dropping Approval Mechanism	Achmad Kusna Permana Hery Syafril Andri Donny Awaldi Irvan Yulian Noor Avianto Istihardjo Riksa Prakoso Moh. Madina Hendrik Soe'oed Moch Victor Antariksa Agung Prambudi Aznovri Kurniawan Catur Andayani Wang Wardana Demmy Rizkiadhy Astri Piesca Rini Eko Dermawan Rizky Sabilly Firdaus Muhammad Lutfi Citra Kurniawati Fadilla Harika Wijaya Marissa Widyanti Maulati Mushafi Vita Dewiyanti Ridho Gusti Hendharto Erick Ermawan Zizi Ramadhona Prima Ekalisanti Dina Novita Daulay Sari Suwarman Alfian K Nugraha
10	Selasa, 20 Oktober 2020 Tuesday, October 20, 2020	1. Market Update - Kondisi Ekonomi Global - Kondisi ekonomi Indonesia 2. ALM Performance - Bankwide Overview - Funding & Financing Structure - FDR - Run Off vs Disburse - COF dan Yield Financing 3. Liquidity Update - Cash Flow IDR & USD - Pipeline dan Realisasi Funding dan Financing - Borrowing, SWAP dan Repo Capacity 4. Ketentuan Back to Back dan Pricing Pembiayaan 5. Kebijakan FTP 6. Pricing negosiasi wesel export, usance LC/TR/UPAS-Tetap 7. Mekanisme persetujuan dropping	1. Market Update - Global Economic Conditions - Indonesia's economic condition 2. ALM Performance - Bankwide Overview - Funding & Financing Structure - FDR Run Off vs Disburse - COF and Yield Financing 3. Liquidity Update - IDR & USD Cash Flow - Pipeline and Realization of Funding and Financing - Borrowing, SWAP and Repo Capacity 4. Back to Back and Financing Pricing Provisions 5. FTP Policy 6. Pricing negotiation of export bills, usance LC/TR/UPAS Fixed 7. Dropping approval mechanism	Achmad Kusna Permana Hery Syafril Andri Donny Awaldi Irvan Yulian Noor Avianto Istihardjo Riksa Prakoso Moh. Madina Hendrik Soe'oed Moch Victor Antariksa Agung Prambudi Aznovri Kurniawan Catur Andayani Wang Wardana Demmy Rizkiadhy Astri Piesca Rini Eko Dermawan Rizky Sabilly Firdaus Muhammad Lutfi Citra Kurniawati Fadilla Harika Wijaya Arief Budianto Susantyo Irawan Marissa Widyanti Maulati Mushafi Vita Dewiyanti Ridho Gusti Hendharto Erick Ermawan Zizi Ramadhona Prima Ekalisanti Dina Novita Daulay Endang Nutriningsih Alfian K Nugraha

No	Tanggal Date	Agenda	Agenda	Peserta Rapat Meeting Participant
11	Rabu, 25 November 2020 Wednesday, November 25, 2020	1. Market Update - Kondisi Ekonomi Global - Kondisi ekonomi Indonesia 2. ALM Performance - Bankwide Overview - Funding & Financing Structure - FDR - Run Off vs Disburse - COF dan Yield Financing 3. Liquidity Update - Cash Flow IDR & USD - Pipeline dan Realisasi Funding dan Financing - Borrowing, SWAP dan Repo Capacity 4. Overview Asset & Liabilities Peers 5. Leading Issues - Konsep Pembiayaan Back to Back - Konsep Pembiayaan Cash Collateral 6. Ketentuan Back to Back dan Pricing Pembiayaan 7. Kebijakan FTP 8. Pricing negosiasi wesel export, usance LC/TR/UPAS-Tetap 9. Mekanisme persetujuan dropping	1. Market Update - Global Economic Conditions - Indonesia's economic condition 2. ALM Performance - Bankwide Overview - Funding & Financing Structure - FDR - Run Off vs Disburse - COF and Yield Financing 3. Liquidity Update - IDR & USD Cash Flow Pipeline and Realization of Funding and Financing - Borrowing, SWAP and Repo Capacity 4. Overview Peers' Asset & Liabilities 5. Leading Issues - Back to Back Financing Concept - Cash Collateral Financing Concept 6. Back to Back and Financing Pricing Provisions 7. FTP Policy 8. Pricing negotiation of export bills, usance LC / TR / UPAS Fixed 9. Dropping approval mechanism	Achmad Kusna Permana Hery Syafril Andri Donny Awaldi Irvan Yulian Noor Avianto Istihardjo Riksa Prakoso Purnomo B. Soetadi Moh. Madina Hendrik Soe'oed Agus Andipratama Amir Moch Victor Antariksa Agung Prambudi Aznovri Kurniawan Catur Andayani Wang Wardana Demmy Rizkiadhy Astri Piesca Rini Eko Dermawan Rizky Sabilly Firdaus Muhammad Lutfi Citra Kurniawati Fadilla Harika Wijaya Arief Budianto Susantyo Irawan Marissa Widyanti Erick Ermawan Lia Damayanti Rizky Sabilly Firdaus Maulati Mushafi Vita Dewiyanti Ridho Gusti Hendharto Erick Ermawan Zizi Ramadhona Prima Ekalisanti Dina Novita Daulay Endang Nutriningsih Alfian K Nugraha Hafni Marfu'ah Muhidin
12	Senin, 21 Desember 2020 Monday, December 21, 2020	1. ERM Material - Funding Trend - Current Liquidity Risk Monitoring 2. Market Update - Kondisi ekonomi Global - Kondisi ekonomi Indonesia 3. ALM Performance - Bankwide Overview - Funding & Financing Structure - FDR - Run Off vs Disburse - COF dan Yield Financing 4. Liquidity Update - Cash Flow IDR & USD - Borrowing, SWAP dan Repo Capacity 5. Ketentuan Back to Back dan Pricing Pembiayaan 6. Kebijakan FTP 7. Pricing negosiasi wesel export, usance LC/TR/UPAS-Tetap 8. Mekanisme persetujuan dropping	1. ERM Material - Funding Trend - Current Liquidity Risk Monitoring 2. Market Update - Global economic conditions - Indonesia's economic condition 3. ALM Performance - Bankwide Overview - Funding & Financing Structure - FDR Run Off vs Disburse - COF and Yield Financing 4. Liquidity Update - IDR & USD Cash Flow - Borrowing, SWAP and Repo Capacity 5. Back to Back and Financing Pricing Provisions 6. FTP Policy 7. Pricing negotiation of export bills, usance LC / TR / UPAS Fixed 8. Dropping approval mechanism	Achmad Kusna Permana Hery Syafril Andri Donny Irvan Yulian Noor Avianto Istihardjo Riksa Prakoso Moh. Madina Hendrik Soe'oed Moch Victor Antariksa Agung Prambudi Aznovri Kurniawan Catur Andayani Eko Dermawan Muhammad Lutfi Citra Kurniawati Fadilla Harika Wijaya Arief Budianto Susantyo Irawan Marissa Widyanti Erick Ermawan Maulati Mushafi Vita Dewiyanti Ridho Gusti Hendharto Zizi Ramadhona Prima Ekalisanti Dina Novita Daulay Alfian K Nugraha Hafni Marfu'ah Muhidin

KOMITE MANAJEMEN RISIKO

Pembentukan Komite Manajemen Risiko ditujukan untuk memberi dukungan kepada Direktur Utama dan Seluruh Jajaran Direksi terkait dengan pengelolaan risiko di Bank Muamalat Indonesia serta memberikan rekomendasi perihal perbaikan proses dan sistem manajemen risiko yang efektif.

Dasar Hukum

Dalam membentuk Komite Manajemen Risiko, Bank Muamalat Indonesia mengacu pada peraturan perundangan-undangan 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 Otoritas Jasa Keuangan No. 42/ POJK.03/2017 tanggal 12 Juli 2017 tentang Kewajiban Penyusunan dan Pelaksanaan Kebijakan Perkreditan atau Pembiayaan Bank bagi Bank Umum.
3. 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.
4. Surat Edaran Otoritas Jasa Keuangan No. 12/13/DPbS tanggal 30 April 2010 tentang Pelaksanaan *Good Corporate Governance* bagi Bank Umum Syariah dan Unit Usaha Syariah.
5. Kebijakan Umum Manajemen Risiko PT Bank Muamalat Indonesia Tbk.
6. Piagam Komite Manajemen Risiko PT Bank Muamalat Indonesia Tbk.

Piagam Komite Manajemen Risiko

Dalam menjalankan perannya, Komite Manajemen Risiko memiliki Piagam yang mengatur di antaranya struktur dan keanggotaan, wewenang dan tanggung jawab, waktu kerja dan pelaporan. Piagam Komite Manajemen Risiko terakhir dikinikan pada tanggal 26 Februari 2021 dan akan terus diperbarui sesuai dengan perkembangan regulasi yang berlaku serta kondisi terkini dari Bank.

Struktur Keanggotaan

Keanggotaan Komite Manajemen Risiko Bank Muamalat Indonesia terdiri dari mayoritas Direksi, salah satunya ialah Direktur yang membawahi fungsi manajemen risiko; pejabat eksekutif yang mempimpin antara lain unit kerja operasional dan unit kerja manajemen risiko serta pimpinan unit internal audit.

RISK MANAGEMENT COMMITTEE

The establishment of the Risk Management Committee is intended to provide support to the President Director and the entire Board of Directors regarding risk management at Bank Muamalat Indonesia as well as to provide recommendations regarding improvements to the process and an effective risk management system.

Legal Basis

In establishing the Risk Management Committee, Bank Muamalat Indonesia refers to the following laws and regulations:

1. Financial Services Authority Regulation No. 65/ POJK.03/2016 dated 23 December 2016 concerning the Implementation of Risk Management for Sharia Commercial Banks and Sharia Business Units.
2. Financial Services Authority Regulation No. 42/ POJK.03/2017 dated 12 July 2017 concerning Obligations to Prepare and Implement Bank Credit or Financing Policies for Commercial Banks.
3. 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
4. Financial Services Authority Circular Letter No. 12/13/DPbS dated 30 April 2010 concerning the Implementation of Good Corporate Governance for Sharia Commercial Banks and Sharia Business Units.
5. General Risk Management Policy of PT Bank Muamalat Indonesia Tbk.
6. The Charter of the Risk Management Committee of PT Bank Muamalat Indonesia Tbk.

Risk Management Committee Charter

In carrying out its role, the Risk Management Committee has a Charter which regulates the structure and membership, powers and responsibilities, working time and reporting. The last Risk Management Committee Charter was updated on February 26, 2021 and will continue to be updated in accordance with developments in applicable regulations and the latest conditions of the Bank.

Membership Structure

The membership of the Bank Muamalat Indonesia Risk Management Committee consists of a majority of Directors, one of which is the Director in charge of the risk management function; executive officer who leads, among others, the operational work unit and the risk management work unit as well as the head of the internal audit unit.

Komite Manajemen Risiko dipimpin oleh ketua merangkap sebagai anggota tetap, wakil ketua merangkap sebagai anggota tetap dan sekretaris merangkap sebagai anggota tetap. Sementara itu, struktur komite dibagi menjadi anggota tetap dengan hak suara, anggota tetap tanpa hak suara, dan anggota tidak tetap tanpa hak suara.

The Risk Management Committee is chaired by a chairman who also doubles as a permanent member, a vice chairman concurrently as a permanent member and a secretary concurrently as a permanent member. Meanwhile, the committee structure is divided into permanent members with voting rights, permanent members without voting rights, and non-permanent members without voting rights.

Adapun struktur keanggotaan Komite Manajemen Risiko hingga 31 Desember 2020 adalah sebagai berikut:

The membership structure of the Risk Management Committee until 31 December 2020 is as follows:

Ketua/Anggota Tetap dengan Hak Suara	Direktur Utama	Chairman/Permanent Member with Voting Right	President Director
Wakil Ketua/Anggota Tetap dengan Hak Suara	Direktur Risiko	Deputy Chairman/ Permanent Member with Voting Right	Risk Director
Anggota Tetap dengan Hak Suara	• Compliance Director • Finance Director • Chief Corporate Banking Officer • Retail Banking Director • Operation Director • Chief Human Capital Officer	Permanent Member with Voting Right	• Compliance Director • Finance Director • Chief Corporate Banking Officer • Retail Banking Director • Operation Director • Chief Human Capital Officer
Sekretaris 1/Anggota Tetap Tanpa Hak Suara	• Head of Enterprise Risk Management	Secretary 1/ Permanent Member with no Voting Right	• Head of Enterprise Risk Management
Sekretaris 2/Anggota Tetap Tanpa Hak Suara	• Head of Operational Risk Management	Secretary 2/ Permanent Member with no Voting Right	• Head of Operational Risk Management
Sekretaris 1/Anggota Tetap Tanpa Hak Suara	• Head of Internal Audit • Head of Compliance	Secretary 1/ Permanent Member with no Voting Right (di Versi Bahasa Indonesianya)	• Head of Internal Audit • Head of Compliance

Tugas dan Tanggung Jawab

Dalam menjalankan fungsinya, Komite Manajemen Risiko memiliki tugas dan tanggung jawab yang tertuang dalam Piagam Komite Manajemen Risiko, yang mencakup:

1. Mengkaji eksposur risiko Bank secara keseluruhan dan memastikan bahwa eksposur risiko dikelola dengan baik.
2. Menyampaikan arahan dan rekomendasi antara lain:
   a. budaya manajemen risiko pada seluruh level organisasi bank.
   b. kebijakan, strategi dan prosedur penerapan manajemen risiko.
   c. perbaikan atau penyempurnaan pelaksanaan manajemen risiko berdasarkan hasil evaluasi pelaksanaan manajemen risiko.
   d. penetapan (*justification*) hal-hal yang terkait dengan keputusan bisnis yang tidak sesuai dengan prosedur normal (*irregularities*).
3. Menyampaikan rekomendasi kepada Direktur Utama dan seluruh jajaran Direksi terkait dengan hal-hal yang diajukan kepada Komite Manajemen Risiko.
4. Menyusun dan memberikan laporan tertulis kepada Direksi dengan tembusan kepada Dewan Komisaris secara berkala, antara lain:
   a. hasil pengawasan atas penerapan dan pelaksanaan Kebijakan Pembiayaan Bank Muamalat Indonesia.

Duties and Responsibilities

In carrying out its functions, the Risk Management Committee has the duties and responsibilities set out in the Risk Management Committee Charter, which includes:

1. Review the Bank's overall risk exposure and ensure that risk exposure is properly managed.
2. Provide directions and recommendations, including:
   a. Risk management culture at all levels of the Bank organization.
   b. policies, strategies and procedures for implementing risk management.
   c. repair or refinement of risk management implementation based on the results of evaluation of risk management implementation.
   d. justification for matters related to business decisions that are not in accordance with normal procedures (irregularities).
3. Convey recommendations to the President Director and the entire Board of Directors regarding matters submitted to the Risk Management Committee.
4. Prepare and provide a written report to the Board of Directors with a copy to the Board of Commissioners on a regular basis, including:
   a. the results of supervision of the execution and implementation of the Bank Muamalat Indonesia Financing Policy.

b. hasil pemantauan dan evaluasi sesuai dengan tugas dan tanggung jawab Komite.

5. Menyampaikan saran dan langkah perbaikan kepada Direksi terkait dengan tembusan kepada Dewan Komisaris.
6. Apabila terdapat penyimpangan dalam pelaksanaan Kebijakan Pembiayaan Bank Muamalat Indonesia terkait dengan pemenuhan prinsip syariah maka laporan disampaikan pula kepada Dewan Pengawas Syariah.

Kewenangan Komite Manajemen Risiko

Komite Manajemen Risiko memiliki kewenangan untuk menyelenggarakan rapat berkala, termasuk menetapkan agenda pembahasan dan peserta rapat yang perlu menghadiri rapat. Komite juga memiliki wewenang untuk mengawasi pelaksanaan kebijakan dan prosedur Bank Muamalat Indonesia serta melakukan kajian berkala dan memberikan masukan perbaikan apabila diperlukan.

Selain itu, Komite Manajemen Risiko juga memiliki wewenang lainnya, yaitu:

1. Memberikan masukan kepada Direksi dalam rangka penyusunan kebijakan terutama yang berkaitan dengan perumusan prinsip kehati-hatian dalam pembiayaan dan kegiatan Bank lainnya.
2. Mengawasi agar kebijakan dapat diterapkan dan dilaksanakan secara konsekuen dan konsisten serta merumuskan pemecahan apabila terdapat hambatan/kendala dalam penerapan kebijakan.
3. Melakukan kajian berkala terhadap kebijakan dan memberikan saran kepada Direksi apabila diperlukan perubahan/perbaikan kebijakan.
4. Memantau dan mengevaluasi hal-hal yang mencakup:
   a. Perkembangan kualitas portofolio pembiayaan secara keseluruhan dan operasional Bank Muamalat Indonesia.
   b. Pelaksanaan kewenangan memutus pembiayaan dan operasional Bank Muamalat Indonesia.
   c. Proses pembiayaan, perkembangan dan kualitas pembiayaan yang diberikan kepada pihak terkait Bank Muamalat Indonesia dan debitur besar tertentu.
   d. Pelaksanaan ketentuan Batas Maksimum Pemberian Pembiayaan (BMPP).
   e. Ketaatan terhadap ketentuan perundangan yang berlaku terkait pembiayaan dan operasional Bank Muamalat Indonesia.
   f. Penyelesaian pembiayaan bermasalah sesuai Kebijakan Pembiayaan Bank Muamalat Indonesia.

b. results of monitoring and evaluation in accordance with the duties and responsibilities of the Committee.

5. Deliver suggestions and corrective steps to the Board of Directors with a copy to the Board of Commissioners.
6. If there are deviations in the implementation of the Bank Muamalat Indonesia Financing Policy related to compliance with sharia principles, the report is also submitted to the Sharia Supervisory Board.

The Authority of the Risk Management Committee

The Risk Management Committee has the authority to hold regular meetings, including setting the discussion agenda and meeting participants who need to attend the meeting. The Committee also has the authority to oversee the implementation of Bank Muamalat Indonesia policies and procedures as well as to conduct periodic reviews and provide corrective input if necessary.

In addition, the Risk Management Committee also has other powers, namely:

1. Provide input to the Board of Directors in formulating policies, especially those related to the formulation of prudential principles in Bank's financing and other activities.
2. Oversee that policies can be applied and implemented consistently and formulate solutions if there are obstacles/barrier in policy implementation.
3. Conduct periodic reviews of policies and provide advice to the Board of Directors if changes/improvements are needed.
4. Monitor and evaluate matters which include:
   a. Development of the overall quality of the financing portfolio and operations of Bank Muamalat Indonesia.
   b. Exercise of authority to decide the financing and operations of Bank Muamalat Indonesia.
   c. The financing process, development and quality of financing provided to parties related to the Bank Muamalat Indonesia and certain large debtors.
   d. Implementation of the provisions on the Maximum Financing Provision Limit (BMPP).
   e. Compliance with applicable laws and regulations related to the financing and operations of Bank Muamalat Indonesia.
   f. Settlement of problem financing in accordance with Bank Muamalat Indonesia Financing Policy.

g. Upaya dalam memenuhi kecukupan jumlah penyisihan penghapusan pembiayaan yang dibentuk Bank Muamalat Indonesia.

Sekretariat Komite Manajemen Risiko

Komite Manajemen Risiko memiliki sekreteris yang ditunjuk dan ditetapkan melalui Surat Keputusan Direksi. Adapun tanggung jawab dari Sekretaris Komite mencakup:

1. Menggelar rapat Komite Manajemen Risiko sesuai dengan jadwal yang telah ditetapkan sebelumnya atau berdasarkan *calendar of events* Bank Muamalat Indonesia, termasuk menyiapkan daftar hadir peserta rapat Komite Manajemen Risiko.
2. Memberikan materi rapat Komite Manajemen Risiko kepada peserta rapat yang diundang selambat-lambatnya 1 (satu) hari kerja sebelum rapat diselenggarakan.
3. Mengundang peserta rapat Komite Manajemen Risiko termasuk melakukan koordinasi untuk persiapan materi yang akan dibahas dalam rapat Komite Manajemen Risiko.
4. Menyusun risalah rapat Komite Manajemen Risiko selambat-lambatnya dalam waktu 5 (lima) hari kerja setelah rapat diselenggarakan untuk ditandatangani oleh Ketua atau Wakil Ketua Manajemen Risiko.
5. Mendistribusikan risalah rapat kepada seluruh anggota tetap Komite Manajemen Risiko dan seluruh peserta yang hadir berdasarkan kepentingannya untuk ditindaklanjuti.
6. Melaporkan penyelenggaraan rapat Komite Manajemen Risiko kepada Direksi dan/atau untuk kepentingan lainnya.
7. Memantau tindak lanjut atas hasil rapat Komite Manajemen Risiko.

Rapat Komite Manajemen Risiko

Piagam Komite Manajemen Risiko Bank Muamalat Indonesia menetapkan bahwa komite wajib menyelenggarakan rapat sedikitnya 6 (enam) kali dalam setahun. Rapat dapat diselenggarakan apabila dihadiri oleh lebih dari setengah dari anggota tetap dan memiliki hak suara.

Apabila anggota tetap dan memiliki hak suara berhalangan hadir dapat mewakilkan suaranya kepada anggota tetap dan memiliki hak suara lainnya dan harus disampaikan kepada Sekretaris Komite Manajemen Risiko minimal 1 (satu) hari sebelum pelaksanaan rapat komite. Selain itu, kehadiran Ketua atau Wakil Ketua Komite Manajemen Risiko atau *alternate* Direktur yang membawahi fungsi manajemen risiko juga harus hadir sebagai syarat penyelenggaraan rapat.

g. Efforts to fulfilling the adequacy of the allowance amount for financing write-offs established by Bank Muamalat Indonesia.

Secretariat of the Risk Management Committee

The Risk Management Committee has a secretary who is appointed and determined by a Decree of the Board of Directors. The responsibilities of the Committee Secretary include:

1. Hold a Risk Management Committee meeting according to a predetermined schedule or based on the calendar of events of Bank Muamalat Indonesia, including preparing a list of attendees for the Risk Management Committee meeting.
2. Provide materials for the Risk Management Committee meeting to invited meeting participants no later than 1 (one) working day before the meeting is held.
3. Inviting participants to the Risk Management Committee meeting, including coordinating the preparation of material to be discussed in the Risk Management Committee meeting.
4. Prepare minutes of the Risk Management Committee meeting no later than 5 (five) working days after the meeting is held to be signed by the Chairman or Deputy Chairman of Risk Management.
5. Distribute the minutes of meetings to all permanent members of the Risk Management Committee and all attendees based on their interests to be followed up.
6. Reporting the implementation of the Risk Management Committee meeting to the Board of Directors and/or for other purposes.
7. Monitored the follow-up to the results of the Risk Management Committee meeting.

Risk Management Committee Meetings

The Charter of the Bank Muamalat Indonesia Risk Management Committee stipulates that the committee is obliged to hold meetings at least 6 (six) times a year. Meetings can be held if attended by more than half of the permanent members and have voting rights.

If permanent members with voting rights are unable to attend, they can represent their votes to other permanent members with voting rights and must be submitted to the Risk Management Committee Secretary at least 1 (one) day before the committee meeting. In addition, the presence of the Chairman or Deputy Chairman of the Risk Management Committee or the alternate Director in charge of the risk management function must also be present as a prerequisite for holding the meeting.

Komite Manajemen Risiko dapat mengambil keputusan atas kebijakan, metodologi, limit dan strategi terkait dengan manajemen risiko. Keputusan yang diambil oleh menjadi rekomendasi yang perlu memperoleh keputusan lebih lanjut dari Direksi.

Pengambilan keputusan dalam rapat komite diambil berdasarkan mufakat. Apabila tidak terjadi mufakat, maka keputusan dianggap sah apabila disetujui oleh lebih dari setengah anggota tetap Komite Manajemen Risiko dan memiliki hak suara, yang hadir dan/atau diwakili dalam rapat tersebut dan disetujui oleh Ketua Komite atau Wakil Ketua Komite.

Hingga 31 Desember 2020, Komite Manajemen Risiko telah menyelenggarakan 15 kali rapat dengan agenda sebagai berikut.

The Risk Management Committee can make decisions on policies, methodologies, limits and strategies related to risk management. Decisions taken by the Board of Directors become recommendations which require further decisions from the Board of Directors.

Decisions in committee meetings are made based on consensus. If there is no consensus, then the decision is considered valid if it is approved by more than half of the permanent members of the Risk Management Committee who have voting rights, who are present and/or represented in the meeting and approved by the Committee Chairman or the Deputy Chairman of the Committee.

As of December 31, 2020, the Risk Management Committee has held 15 meetings with the following agenda.

Agenda Rapat Komite Manajemen Risiko / **Risk Management Committee Meeting Agenda**

No	Tanggal Date	Agenda	Agenda	Peserta Rapat Participants
1	Rabu, 22 Januari 2020 Wednesday, January 22, 2020	1. Laporan RBBR 2. Update Project Al Basith 3. Mortgage Portfolio Review: KPR ASR 4. Retail Portfolio Update 5. Portfolio Review: Palm Oil and Plantation Industry	1. RBBR Report 2. Update Al Basith Project 3. Mortgage Portfolio Review: KPR ASR 4. Retail Portfolio Update 5. Portfolio Review: Palm Oil and Plantation Industry	Purnomo B Soetadi Awaldi Andri Donny Avianto Istihardjo Riksa Prakoso Irvan Yulian Noor
2	Jumat, 30 Januari 2020 Friday, January 30, 2020	1. Update Status Tindak Lanjut ORC Periode Sebelumnya 2. Key Risk Indicator 3. Loss Event Reported a. Operational Risk Loss Recovery Update b. Risk Appetite Statement Update	1. Status Update on previous period ORC Follow Up 2. Key Risk Indicator 3. Loss Event Reported a. Operational Risk Loss Recovery Update b. Risk Appetite Statement Update	Achmad Kusna Permana Avianto Istihardjo Awaldi Andri Donny Riksa Prakoso
3	Rabu, 6 Mei 2020 (Reschedule ORC* April 2020) Wednesday, May 6, 2020	1. Tindak Lanjut Rekomendasi ORC Periode Sebelumnya yaitu terkait update temuan kasus Fraud 2. Key Risk Indikator Monitoring 3. Loss Event Monitoring 4. Top Risk Issue	1. Follow up Recommendation on Previous Period ORC which was related to Fraud Case Finding Update 2. Key Risk Indikator Monitoring 3. Loss Event Monitoring 4. Top Risk Issue	Achmad K. Permana Purnomo B Soetadi Awaldi Andri Donny Avianto Istihardjo Hery Syafril Riksa Prakoso Irvan Yulian Noor
4	Jumat, 29 Mei 2020 Friday, May 29, 2020	1. Tindak Lanjut Rekomendasi ORC Periode Sebelumnya 2. Key Risk Indikator Monitoring – TBO/ER Monitoring (Good Bank) by FOP 3. Loss Event Monitoring 4. Top 10 Risk Highlight 5. Other Risk Issue	1. Follow up Recommendation on Previous Period ORC 2. Key Risk Indikator Monitoring • TBO/ER Monitoring (Good Bank) by FOP 3. Loss Event Monitoring 4. Top 10 Risk Highlight 5. Other Risk Issue	Achmad K. Permana Purnomo B Soetadi Awaldi Andri Donny Avianto Istihardjo Hery Syafril Riksa Prakoso Irvan Yulian Noor
5	Jumat, 8 Mei 2020 Friday, May 8, 2020	1. Laporan Profil Risiko Maret 2020 2. Credit Risk Stress Test: Dampak COVID-19 3. Porfolio Review: Jasa Pendidikan dan Kesehatan	1. Report on Risk Profile for March 2020 2. Credit Risk Stress Test: Impact of COVID-19 3. Porfolio Review: Education and Healthcare Services	Achmad Kusna Permana Avianto Istihardjo Purnomo B Soetadi Hery Syafril Andri Donny Awaldi Riksa Prakoso Irvan Yulian Noor

No	Tanggal Date	Agenda	Agenda	Peserta Rapat Participants
6	Kamis, 25 Juni 2020 Thursday, June 25, 2020	1. Tindak Lanjut Rekomendasi ORC Periode Sebelumnya 2. Key Risk Indikator Monitoring 3. Loss Event Monitoring 4. Top 10 Risk Highlight 5. Other Risk Issue	1. Follow Up Recommendation on Previous Period ORC 2. Key Risk Indikator Monitoring 3. Loss Event Monitoring 4. Top 10 Risk Highlight 5. Other Risk Issue	Achmad Kusna Permana Avianto Istihardjo Purnomo B Soetadi Hery Syafril Andri Donny Awaldi Riksa Prakoso
7	Rabu, 22 Juli 2020 Wednesday, July 22, 2020	1. RBBR Juni 2020 2. Credit Risk Update Juni 2020 3. Retail Porfolio Performance Review Juni 2020	1. RBBR June 2020 2. Credit Risk Update June 2020 3. Retail Porfolio Performance Review June 2020	Achmad Kusna Permana Avianto Istihardjo Purnomo B Soetadi Hery Syafril Andri Donny Awaldi Riksa Prakoso Irvan Yulian Noor
8	Kamis, 23 Juli 2020 Thursday, July 23, 2020	1. Update Status Rekomendasi ORC Periode Sebelumnya – TBO/ER Task Force Update-Wholesale Segmentation – TBO/ER Task Force Update-Retail Segmentation 2. Key Risk Indikator Monitoring 3. Loss Event Monitoring 4. Top 10 Risk Highlight	1. Update Status on Previous Period ORC Recommendation • TBO/ER Task Force Update - Wholesale Segmentation • TBO/ER Task Force Update - Retail Segmentation 2. Key Risk Indikator Monitoring 3. Loss Event Monitoring 4. Top 10 Risk Highlight	Achmad Kusna Permana Avianto Istihardjo Purnomo B Soetadi Hery Syafril Andri Donny Awaldi Riksa Prakoso Irvan Yulian Noor
9	Selasa, 25 Agustus 2020 Tuesday, August 25, 2020	1. Update Status Rekomendasi ORC Periode Sebelumnya – TBO/ER Task Force Update-Wholesale Segmentation – TBO/ER Task Force Update-Retail Segmentation 2. Key Risk Indikator Monitoring 3. Loss Event Monitoring 4. Top 10 Risk Highlight	1. Update Status on Previous Period ORC Recommendation • TBO/ER Task Force Update - Wholesale Segmentation • TBO/ER Task Force Update - Retail Segmentation 2. Key Risk Indikator Monitoring 3. Loss Event Monitoring 4. Top 10 Risk Highlight	Hery Syafril Andri Donny Awaldi Riksa Prakoso Irvan Yulian Noor
10	Kamis, 24 September 2020 Thursday, September 24, 2020	1. Update Status Rekomendasi ORC Periode Sebelumnya – TBO/ER Task Force Update-Wholesale Segmentation – TBO/ER Task Force Update-Retail Segmentation – CIF Data Quality Project-Cleansing CIF 2. Key Risk Indikator Monitoring 3. Loss Event Monitoring 4. Top 10 Risk Highlight	1. Update Status on Previous Period ORC Recommendation • TBO/ER Task Force Update - Wholesale Segmentation • TBO/ER Task Force Update - Retail Segmentation • CIF Data Quality Project - Cleansing CIF 2. Key Risk Indikator Monitoring 3. Loss Event Monitoring 4. Top 10 Risk Highlight	Achmad Kusna Permana Avianto Istihardjo Purnomo B Soetadi Hery Syafril Andri Donny Awaldi Riksa Prakoso
11	Senin, 28 September 2020 Monday, September 28, 2020	1. Credit Risk Update Agustus 2020 2. Porfolio Review: Nasabah Terdampak COVID-19 3. Retail Porfolio Performance Review Agustus 2020	1. Credit Risk Update August 2020 2. Porfolio Review: Customers Affected by COVID-19 3. Retail Porfolio Performance Review August 2020	Achmad Kusna Permana Avianto Istihardjo Purnomo B Soetadi Hery Syafril Andri Donny Awaldi Riksa Prakoso Irvan Yulian Noor
12	Jumat, 23 Oktober 2020 Friday, October 23, 2020	1. Update Status Rekomendasi ORC Periode Sebelumnya 2. Key Risk Indikator Monitoring 3. Loss Event Monitoring 4. Top 10 Risk Highlight	1. Update Status on Previous Period ORC Recommendation 2. Key Risk Indikator Monitoring 3. Loss Event Monitoring 4. Top 10 Risk Highlight	Achmad Kusna Permana Avianto Istihardjo Awaldi Riksa Prakoso Irvan Yulian Noor
13	Selasa, 24 November 2020 Tuesday, November 24, 2020	1. Update Status Rekomendasi ORC Periode Sebelumnya 2. Key Risk Indikator Monitoring 3. Loss Event Monitoring 4. Top 10 Risk Highlight	1. Update Status on Previous Period ORC Recommendation 2. Key Risk Indikator Monitoring 3. Loss Event Monitoring 4. Top 10 Risk Highlight	Achmad Kusna Permana Avianto Istihardjo Purnomo B Soetadi Hery Syafril Andri Donny Awaldi Riksa Prakoso Irvan Yulian Noor

No	Tanggal Date	Agenda	Agenda	Peserta Rapat Participants
14	Kamis, 3 Desember 2020 Thursday, December 3, 2020	1. Credit Risk Update Oktober 2020 2. Retail Porfolio Performance Review Oktober 2020	1. Credit Risk Update October 2020 2. Retail Porfolio Performance Review October 2020	Achmad Kusna Permana Avianto Istihardjo Hery Syafril Andri Donny Awaldi Riksa Prakoso Irvan Yulian Noor
15	Rabu, 23 Desember 2020 Wednesday, December 23, 2020	1. Update Status Rekomendasi ORC Periode Sebelumnya 2. Key Risk Indikator Monitoring 3. Loss Event Monitoring 4. Top 10 Risk Highlight	1. Update Status on Previous Period ORC Recommendation 2. Key Risk Indikator Monitoring 3. Loss Event Monitoring 4. Top 10 Risk Highlight	Achmad Kusna Permana Avianto Istihardjo Hery Syafril Andri Donny Awaldi Riksa Prakoso

*) ORC adalah agenda RMC yg khusus membahas risiko operasional
*) ORC was RMC specific agenda to discuss operational risks

Keputusan di Luar Rapat Komite Manajemen Risiko

Keputusan dalam Komite Manajemen Risiko juga bisa terjadi di luar rapat yakni secara sirkuler kepada seluruh anggota tetap dan memiliki hak suara Komite Manajemen Risiko, berdasarkan persetujuan terlebih dahulu dari Ketua Komite Manajemen Risiko. Keputusan Komite Manajemen Risiko yang dilakukan secara sirkular mengikat semua anggota atau unit kerja di Bank Muamalat Indonesia terkait dengan risiko. Keputusan di luar rapat Komite Manajemen Risiko berlaku apabila telah disetujui oleh seluruh anggota tetap Komite dan memiliki hak suara, secara bulat atas usulan yang diajukan.

Decisions Outside Risk Management Committee Meeting

Decisions in the Risk Management Committee can also take place outside the meeting, namely in a circular manner to all permanent members with voting rights to the Risk Management Committee, based on prior approval from the Chairman of the Risk Management Committee. The decision of the Risk Management Committee which is carried out in a circular manner binds all members or work units at Bank Muamalat Indonesia regarding risks. Decisions outside the Risk Management Committee meeting shall be effective if all permanent members of the Committee with voting rights have approved unanimously on the proposed proposal.

Tindak Lanjut Keputusan Komite Manajemen Risiko

Semua keputusan, baik saran atau rekomendasi yang dibuat oleh Komite Manajemen Risiko perlu memperoleh keputusan lebih lanjut dari Direksi, maka masukan dan rekomendasi Komite Manajemen Risiko harus ditindaklanjuti dengan memo usulan yang ditujukan kepada Direksi untuk memperoleh keputusan lebih lanjut.

Memo usulan disusun oleh unit kerja yang menyampaikan usulan tersebut dalam rapat Komite Manajemen Risiko. Apabila terdapat Unit Kerja yang melakukan presentasi dalam Rapat Komite Manajemen Risiko, maka rapat wajib dihadiri oleh Kepala Unit Kerja Level 1 (L1) atau pejabat yang setingkat.

Apabila diperlukan, keputusan Komite Manajemen Risiko dapat pula ditindaklanjuti dengan penerbitan memorandum atau ketentuan oleh unit kerja yang bertanggung jawab. Sekretaris Komite Manajamen Risiko bertanggung jawab memantau pelaksanaan tindak lanjut dari keputusan Komite Manajemen Risiko.

Follow-up to the Risk Management Committee Decision

All decisions, whether suggestions or recommendations made by the Risk Management Committee must obtain further decisions from the Board of Directors. Therefore, the input and recommendation of the Risk Management Committee must be followed up with a proposal memo addressed to the Board of Directors to obtain further decisions.

The proposal memo is prepared by the work unit that submits the proposal in the Risk Management Committee meeting. If there is a Work Unit presenting at the Risk Management Committee Meeting, the meeting must be attended by the Head of the Level 1 Work Unit (L1) or an official at the same level.

If necessary, the decision of the Risk Management Committee can also be followed up with the issuance of a memorandum or provisions by the responsible work unit. The Risk Management Committee Secretary is responsible for monitoring the follow-up implementation of the Risk Management Committee's decisions.

KOMITE SUMBER DAYA MANUSIA

Pembentukan Komite Sumber Daya Manusia ditujukan untuk membantu tugas Direksi dan Senior Management dalam memenuhi tanggung jawab supervisory terkait pengembangan organisasi, manajemen suksesi, dan implementasi kebijakan-kebijakan sumber daya manusia. Komite ini dibentuk pada tingkatan/level korporasi, direktorat, kantor wilayah atau region dan pada unit kerja yang bertanggung jawab terhadap pengelolaan jaringan kantor dan distribusi. Komite ini diharapkan dapat melakukan mitigasi risiko atas pengelolaan dan penyelesaian setiap masalah ketenagakerjaan.

Dasar Hukum

Dalam membentuk Komite Sumber Daya Manusia, Bank Muamalat Indonesia mengacu pada peraturan perundangan-undangan 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.
2. Piagam Komite Sumber Daya Manusia.

Piagam Komite Sumber Daya Manusia

Dalam menjalankan perannya, Komite Sumber Daya Manusia memiliki Piagam yang mengatur di antaranya struktur dan keanggotaan, wewenang dan tanggung jawab, waktu kerja dan pelaporan. Bank telah memiliki piagam Komite Sumber Daya Manusia dan akan terus diperbarui sesuai dengan perkembangan regulasi yang berlaku serta kondisi terkini dari Bank.

Struktur Keanggotaan

Struktur keanggotaan Komite Sumber Daya Manusia hingga 31 Desember 2020 adalah sebagai berikut:

HUMAN CAPITAL COMMITTEE

The establishment of the Human Capital Committee is aimed at assisting the duties of the Board of Directors and Senior Management in fulfilling supervisory responsibilities related to organizational development, succession management, and implementation of human capital policies. This committee is established at the corporate level, directorate, regional or area office and in the work unit responsible for managing the office network and distribution. This committee is expected to be able to mitigate risks for the management and resolution of every labor problem.

Legal Basis

In establishing the Human Capital Committee, Bank Muamalat Indonesia refers to the following laws and regulations:

1. Bank Indonesia Regulation Number 11/33/PBI/2009 dated 7 December 2009 concerning Implementation of Good Corporate Governance for Sharia Commercial Banks and Sharia Business Units.
2. Human Capital Committee Charter.

Human Capital Committee Charter

In carrying out its role, the Human Capital Committee has a Charter which regulates, among other things, the structure and membership, authorities and responsibilities, working time and reporting. The Bank has a Human Resources Committee charter and will continue to be updated in accordance with developments in applicable regulations and the latest conditions of the Bank.

Membership Structure

The membership structure of the Human Capital Committee until December 31, 2020 is as follows:

Ketua merangkap Anggota	Direktur Utama	Chairman and Member	President Director
Sekretaris merangkap Anggota	Head of HC Strategy	Secretary and Member	Head of HC Strategy
Anggota	• Compliance Director • Finance Director • Operation Director • Retail Banking Director • Chief Corporate Banking Officer • Chief Human Capital Officer • Risk Director	Members	• Compliance Director • Finance Director • Operation Director • Retail Banking Director • Chief Corporate Banking Officer • Chief Human Capital Officer • Risk Director

Tugas dan Tanggung Jawab

Dalam menjalankan fungsinya, Komite Sumber Daya Manusia memiliki tugas dan tanggung jawab yang tertuang dalam Piagam Komite Sumber Daya Manusia yaitu memberikan arahan atas strategi dan kebijakan dalam bidang sumber daya manusia, menyetujui pelaksanaan program remunerasi sumber daya manusia.

Duties and Responsibilities

In carrying out its functions, the Human Capital Committee has the duties and responsibilities set out in the Human Capital Committee Charter, namely providing direction on strategies and policies in the field of human capital, approving the implementation of the human capital remuneration program.

Kemudian, menyetujui proposal penempatan sumber daya manusia untuk posisi-posisi atau jabatan pada *unit business, region* dan *functional head* sesuai hirarki yang berlaku. Komite juga memberikan persetujuan atas promosi karyawan ke *level senior management team* dan/atau yang lebih tinggi, serta menyetujui usulan khusus di bidang sumber daya manusia yang melebihi kewenangan *Head of* dan/atau kewenangan Direktur yang membidangi sumber daya manusia.

Rapat Komite Sumber Daya Manusia

Piagam Komite Sumber Daya Manusia Bank Muamalat Indonesia mengatur rapat komite wajib diselenggarakan paling kurang 1 (satu) dalam sebulan atau sewaktu-waktu sesuai dengan kebutuhan. Rapat dianggap sah apabila dihadiri oleh minimal separuh lebih anggota Komite yang memiliki hak suara. Rapat dipimpin oleh ketua komite dan apabila berhalangan hadir dapat dipimpin oleh salah satu anggota komite.

Pelaksanaan rapat dilakukan secara *face to face* atau melalui *video call*. Ketua dapat menggelar rapat apabila terdapat permasalahan mendesak yang harus didiskusikan dan diputuskan oleh komite. Komite juga memiliki kewenangan untuk mengundang pimpinan unit kerja terkait untuk memberikan informasi dan klarifikasi yang diperlukan serta dapat memberikan usulan dan rekomendasi namun tidak memiliki hak suara dalam proses pengambilan keputusan.

Pengambilan keputusan dalam rapat diupayakan secara musyawarah mufakat tanpa melakukan *voting* dan dianggap sah apabila dihadiri Ketua Komite dan separuh lebih anggota komite. Apabila tidak terdapat kebutuhan penyelesaian masalah/keputusan dalam rapat maka dapat disirkulasikan menggunakan memorandum sebagai pendukung oleh anggota komite.

Dalam hal terdapat pembahasan yang tidak dapat diputuskan oleh komite pada suatu level dapat diajukan oleh Ketua Komite untuk dibahas dan diputuskan dalam Rapat Komite pada level komite yang lebih tinggi. Hasil dan keputusan dalam setiap Rapat Komite wajib disampaikan kepada Sekretaris Komite pada level Komite yang lebih tinggi dan kepada Head of HC Strategy.

Hingga 31 Desember 2020, Komite Sumber Daya Manusia telah menyelenggarakan 8 (delapan) kali rapat.

Then, it must also approve proposals for the placement of human capital for positions in the business unit, region and functional head according to the prevailing hierarchy. The Committee also gives approval for the promotion of employees to the senior management team level and/or higher, and approves special proposals in the field of human capital that exceed the authority of the Head of and/or the authority of the Director in charge of human capital.

Human Capital Committee Meetings

The Charter of the Bank Muamalat Indonesia Human Capital Committee regulates that committee meetings must be held at least 1 (one) a month or at any time as needed. A meeting is considered valid if it is attended by at least more than half of the Committee members who have voting rights. The meeting is chaired by the chairman of the committee and if unable to attend, it can be chaired by one of the committee members.

Meetings are held face-to-face or via video call. The chairman can hold a meeting if there are urgent issues that the committee must discuss and decide. The Committee also has the authority to invite the head of the relevant work unit to provide the necessary information and clarification and can provide suggestions and recommendations but does not have a say in the decision-making process.

Efforts to make decisions in meetings are carried out by deliberation to reach a consensus without voting and are considered valid when attended by the Chairman of the Committee and more than half of the committee members. If there is no need for problem solving / decision at the meeting, it can be circulated by committee members using a memorandum as a support.

In the event that there is a discussion that cannot be decided by the committee at a certain level, the Chairman of the Committee may submit it to be discussed and decided in a Committee Meeting at a higher committee level. The results and decisions at each Committee Meeting must be submitted to the Committee Secretary at a higher level of the Committee and to the Head of HC Strategy.

As of December 31, 2020, the Human Capital Committee has held 8 (eight) meetings.

SEKRETARIS PERUSAHAAN

Bank Muamalat Indonesia merupakan perusahaan terbuka sehingga wajib memilki Sekretaris Perusahaan dengan fungsi sebagai penghubung antara Bank dengan Pemegang Saham dan Pemangku Kepentingan lainnya, serta memastikan kepatuhan Bank terhadap peraturan dan perundang-undangan, khususnya di bidang pasar modal.

Dasar Hukum

Keberadaan Sekretaris Perusahaan sesuai dengan Peraturan Otoritas Jasa Keuangan (POJK) No. 35/ POJK.04/2014 tentang Sekretaris Perusahaan Emiten atau Perusahaan Publik. Sekretaris Perusahaan dan Surat Keputusan Direksi PT Bursa Efek Indonesia No. Kep-00001/ BEI/01-2014 Perihal Perubahan Peraturan No. I-A tentang Pencatatan Saham dan Efek Bersifat Ekuitas Selain Saham yang Diterbitkan Oleh Perusahaan Tercatat.

CORPORATE SECRETARY

Bank Muamalat Indonesia is a public company so it is obliged to have a Corporate Secretary with the function of acting as a liaison between the Bank and Shareholders and other Stakeholders, as well as ensuring the Bank's compliance with laws and regulations, particularly in the capital market sector.

Legal basis

The existence of the Corporate Secretary is in accordance with the Financial Services Authority Regulation (POJK) No. 35/ POJK.04/2014 concerning the Corporate Secretary of Issuers or Public Companies. Corporate Secretary and Decree of the Directors of PT Bursa Efek Indonesia No. Kep-00001/BEI/01-2014 Regarding Amendment to Rule Number I-A: About Listing of Shares and Equity Securities Other Than Shares Issued by Listed Companies.

Profil Sekretaris Perusahaan

Profile of the Corporate Secretary

Hayunaji[*)]
Sekretaris Perusahaan
Corporate Secretary

Warga Negara Citizen	Indonesia	Indonesia
Domisili Domicile	Jakarta	Jakarta
Usia Age	49 tahun pada akhir Tahun Buku 2020	49 years as of the end of the 2020 Financial Year
Dasar Hukum Pengangkatan Pertama Legal Basis for First Appointment	Surat Keputusan No. 010/HCE/KEP/XII/2018 dan efektif sejak tanggal 14 Desember 2018	Decree No. 010/HCE/KEP/XII/2018 effective since 14 December 2018
Riwayat Pendidikan Education Background	• Sarjana Ekonomi, Universitas Indonesia (1996) • Officer Development Program XV, PT. Bank Duta (1998) • Sertifikasi Fund Manager, The Committee For Capital Market Professional Association (2001) • Sertifikasi Manajemen Risiko Level 1 (2007 & Level 2 (2008), Badan Sertifikasi Manajemen Risiko	• Bachelor in Economics, Faculty of Economics University of Indonesia, 1996 • Officers Development Program XV, 1998, PT Bank Duta Tbk, Jakarta, Indonesia • Fund Manager Exam, The Committee For Capital Market Professional Association, 2001, Jakarta, Indonesia • Risk Management Level 1 (2007) & Level 2 (2008), Risk Management Certification Agency, Indonesia
Rangkap Jabatan Dual Position	-	-

Pengalaman Kerja Working Experience	• Head of Corporate Affairs PT Bank Muamalat Indonesia Tbk (Desember 2018-sekarang) • Vice President, Board Office Head PT Bank CIMB Niaga Tbk (April 2015-Desember 2018) • Vice President, CEO Office Head PT Bank CIMB Niaga Tbk (Januari 2015-April 2015) • Vice President, Strategy & Performance Management Head PT Bank CIMB Niaga Tbk (Maret 2014-Januari 2015) • Vice President, Investor Relations & Reporting Head PT Bank CIMB Niaga Tbk (September 2006-Maret 2014) • Senior Manager, Investor Relations Development PT Bank Permata Tbk (Januari 2003-Agustus 2006) • Change Management, Merger Integration Office, 5 Banks Merger (Indonesian Bank Restructuring Agency and Accenture) (September 2002-Januari 2003) • Senior Assistant Manager, Investor Relations Development PT Bank Universal Tbk (Desember 1999-Agustus 2002) • Assistant Manager, Priority Banking PT Bank Duta Tbk (Maret 1998-Desember 1999)	• Head of Corporate Affairs PT Bank Muamalat Indonesia Tbk (December 2018 – Present) • Vice President, Board Office Head PT Bank CIMB Niaga Tbk (April 2015 – December 2018) • Vice President, CEO Office Head PT Bank CIMB Niaga Tbk (January 2015 – April 2015) • Vice President, Strategy & Performance Management Head PT Bank CIMB Niaga Tbk (March 2014 – January 2015) • Vice President, Investor Relations & Reporting Head PT Bank CIMB Niaga Tbk (September 2006 – March 2014) • Senior Manager, Investor Relations Development PT Bank Permata Tbk (January 2003 – August 2006) • Change Management, Merger Integration Office, 5 Banks Merger (Indonesian Bank Restructuring Agency and Accenture) (September 2002 – January 2003) • Senior Assistant Manager, Investor Relations Development PT Bank Universal Tbk (December 1999 – August 2002) • Assistant Manager, Priority Banking PT Bank Duta Tbk (March 1998 – December 1999)

*) Merangkap sebagai Corporate Affairs
Also act as Corporate Affairs

Tugas dan Tanggung Jawab

Dalam menjalankan peran dan fungsinya, Sekretaris Perusahaan Bank Muamalat Indonesia memiliki tugas dan tanggung jawab sebagai berikut:

1. Menjadi wakil Direksi dalam hubungannya dengan lembaga/institusi baik pemerintah maupun swasta.
2. Bekerja sama dengan Divisi Kepatuhan memantau kepatuhan Bank Muamalat Indonesia terhadap ketentuan dan peraturan tentang perbankan.
3. Membantu penerapan dan pelaksanaan *Good Corporate Governance* (GCG) di Bank Muamalat Indonesia.
4. Menyusun daftar pemegang saham termasuk kepemilikan saham 5% atau lebih.
5. Mengawasi berbagai kegiatan kesekretariatan korporasi dan protokoler, korespondensi dan kerumahtanggaan yang terkait dengan Direksi dan Dewan Komisaris.
6. Mengimplementasikan dan mengawasi peraturan-peraturan yang berkaitan dengan aksi korporasi, GCG, dan kepatuhan terhadap peraturan pasar modal.
7. Menggelar RUPS dan aksi korporasi.
8. Berkoordinasi 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.
9. Mengkoordinasikan/memonitor kegiatan yang berkaitan dengan penerimaan dan penyampaian informasi korporasi serta pelaksanaan rapat Direksi dan Dewan Komisaris.

Duties and responsibilities

In carrying out its roles and functions, the Corporate Secretary of Bank Muamalat Indonesia has the following duties and responsibilities:

1. Become a representative of the Board of Directors in relation to institutions/agencies, both government and private.
2. Cooperating with the Compliance Division to monitor Bank Muamalat Indonesia's compliance with banking rules and regulations.
3. Assisting the implementation and application of Good Corporate Governance (GCG) at Bank Muamalat Indonesia.
4. Compile a list of shareholders with ownership of shares of 5% or more.
5. Oversee various corporate secretarial activities and protocol, correspondence and administrative related to the Board of Directors and the Board of Commissioners.
6. Implement and supervise regulations relating to corporate actions, GCG, and compliance with capital market regulations.
7. Holding GMS and corporate actions.
8. Coordinate with related internal work units and external parties in an effort to streamline corporate activities and improve the effectiveness of work procedures related to the activities of the Board of Directors and the Board of Commissioners.
9. Coordinating/monitoring activities related to delivery of and acceptance of corporate information as well as holding meetings of the Board of Directors and the Board of Commissioners.

10. Memberikan pelayanan kepada para pemangku kepentingan (*stakeholders*) atas setiap informasi yang dibutuhkan terkait dengan kondisi Bank Muamalat Indonesia.
11. Menjadi penghubung atau *contact person* antara Bank Muamalat Indonesia dengan Otoritas Jasa Keuangan, Bursa Efek Indonesia, otoritas pasar modal lainnya, dan masyarakat.
12. Melaksanakan kegiatan yang mendukung pelaksanaan prinsip keterbukaan terutama menyangkut kinerja Bank Muamalat Indonesia melalui komunikasi kepada pihak-pihak yang berkepentingan.

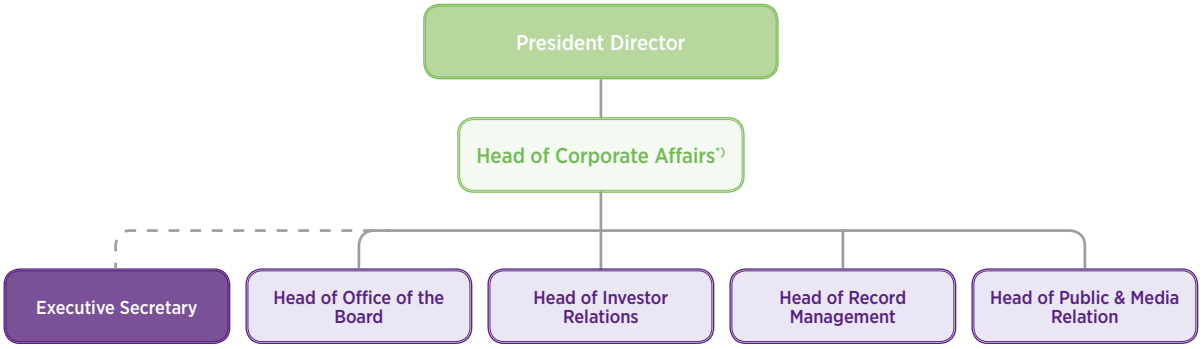
10. Providing information services required by stakeholders for information related to the condition of Bank Muamalat Indonesia.
11. Become a liaison or contact person between Bank Muamalat Indonesia and the Financial Services Authority, Indonesia Stock Exchange, other capital market authorities, and the public.
12. Carry out activities that support the implementation of the principle of transparency, especially regarding the performance of Bank Muamalat Indonesia through communication to interested parties.

Struktur Organisasi Sekretaris Perusahaan

Sekretaris Perusahan Bank Muamalat Indonesia membawahi beberapa unit kerja yang dijelaskan dalam bagan berikut ini.

Organizational Structure of the Corporate Secretary

The Corporate Secretary of Bank Muamalat Indonesia oversees several work units which are described in the following chart.



*) Bertindak juga sebagai Sekretaris Perusahaan
Also act as Corporate Secretary

Pelaksanaan Tugas 2020

Hingga berakhirnya tahun buku 2020, Sekretaris Perusahaan bersama seluruh unit kerja di bawahnya telah merealisasikan tugas dan fungsinya. Di antaranya adalah:

1. Menyelenggarakan dan menghadiri pelaksanaan Rapat Direksi serta membuat risalah hasil Rapat Direksi, Rapat Dewan Komisaris, dan Rapat Gabungan antara Dewan Komisaris serta Direksi.
2. Membantu Direksi dalam menyelenggarakan RUPS Tahunan Bank yang telah diselenggarakan secara fisik dan fasilitas video konferensi pada tanggal 31 Agustus 2020 di Muamalat Tower, Jakarta dengan menerapkan protokol kesehatan dalam rangka pencegahan penyebaran COVID-19.
3. Mengembangkan strategi komunikasi dan menjaga hubungan baik dengan regulator dan para pemegang saham institusi dan individu serta lembaga penunjang pasar modal.
4. Melaksanakan penyampaian pelaporan keterbukaan informasi yang menjadi kewajiban Bank sebagai perusahaan terbuka kepada regulator.

Implementation of Tasks 2020

Until the end of the 2020 financial year, the Corporate Secretary and all work units under it have realized their duties and functions. Among others are:

1. Organizing and attending Board of Directors Meetings and preparing minutes of the results of Board of Directors Meetings, Board of Commissioners Meetings, and Joint Meetings between the Board of Commissioners and Directors.
2. Assisting the Board of Directors in organizing the Bank's Annual GMS which was held physically and in a video conference facility on August 31, 2020 at Muamalat Tower, Jakarta by implementing health protocols in order to prevent the spread of Covid-19.
3. Develop a communication strategy and maintain good relations with regulators and institutional and individual shareholders as well as capital market supporting institutions.
4. Delivering information disclosure reports which are the obligations of the Bank as a public company to regulators.

5. Menyusun laporan tahunan (*annual report*) dan memastikan seluruh informasi yang ditampilkan adalah akurat dan *disclosure* informasi terpenuhi sesuai regulasi.
6. Menyelenggarakan rapat umum pemegang saham dan aksi korporasi lainnya bersama dengan unit kerja terkait.
7. Berkoordinasi dengan CMC dalam melakukan kegiatan Tanggung Jawab Sosial Perusahaan/ *Corporate Social Responsibility* (CSR).
8. Melakukan kewajiban publikasi Bank dalam bentuk materi iklan korporasi dan promosi selama tahun 2020.
9. Menerbitkan siaran pers, memberikan hak jawab, dan berkomunikasi dengan para wartawan media cetak dan elektronik.
10. Melakukan *self-assesment* pelaksanaan GCG Semester I dan II tahun 2020 terkait pelaksanaan tugas dan tanggung jawab Dewan Komisaris dan Direksi.
11. Melakukan pengaturan protokoler untuk mendampingi dan memenuhi kebutuhan dari Direksi dan Dewan Komisaris.
12. Mengelola penyimpanan dokumen aktif dan inaktif Perusahaan.

Pengembangan Kompetensi

Sekretaris Perusahaan senantiasa meningkatkan pengembangan kompetensinya melalui pelatihan-pelatihan yang diurai dalam bab "Profil Perusahaan".
Laporan Tahunan Bank Muamalat 2020.

SATUAN KERJA AUDIT INTERNAL

Satuan Kerja Audit Internal (SKAI) merupakan bagian dari sistem pengendalian intern dengan ruang lingkup pekerjaan audit intern. Kegiatan tersebut mencakup pemeriksaan dan penilaian atas kecukupan dan efektivitas sistem pengendalian intern Bank serta penilaian kinerja yang bertujuan memberikan keyakinan bahwa sistem pengendalian telah berjalan seperti yang ditetapkan.

Sesuai perannya, yakni sebagai *third line of defense*, SKAI Bank Muamalat Indonesia memiliki kewajiban untuk memastikan pengendalian Internal di setiap line of defense. Hal ini bertujuan sistem pengendalian internal semakin kuat dan matang sesuai ketentuan dan peraturan. Oleh karena itu, SKAI terus melakukan inovasi dalam penggunaan metodologi serta *tools audit*, sehingga terciptanya pelaksanaan audit yang efektif dan efisien.

Dasar Hukum

Pembentukan SKAI Bank Muamalat Indonesia berpedoman pada Peraturan Otoritas Jasa Keuangan

5. Prepare an annual report and ensure that all information displayed is accurate and information disclosure meets the regulations.
6. Organizing general meeting of shareholders and other corporate actions together with related work units.
7. Coordinate with CMC in carrying out Corporate Social Responsibility (CSR) activities.
8. Carry out the Bank's publication obligations in the form of corporate and promotional advertising materials during 2020.
9. Publish press releases, exercise rights of reply, and communicate with print and electronic media journalists.
10. Conduct self-assessment on the implementation of GCG Semester I and II of 2020 related to the implementation of the duties and responsibilities of the Board of Commissioners and Board of Directors.
11. Arranging protocols to assist and fulfill the needs of the Board of Directors and the Board of Commissioners.
12. Manage the filing of active and inactive documents of the Company.

Competency Development

The Corporate Secretary constantly improves his competency development through trainings that are described in the chapter "Company Profile".

INTERNAL AUDIT WORKING UNIT

The Internal Audit Work Unit (SKAI) is part of the internal control system with the scope of internal audit work. These activities include examining and assessing the adequacy and effectiveness of the Bank's internal control system as well as performance assessments aimed at providing assurance that the control system is running as stipulated.

In accordance with its role, namely as the third line of defense, SKAI of Bank Muamalat Indonesia has an obligation to ensure internal control in each line of defense. It is intended that the internal control system is stronger and more mature in accordance with the rules and regulations. Therefore, SKAI continues to innovate in the use of audit methodologies and tools, so as to create an effective and efficient audit.

Legal Basis

The establishment of the SKAI of Bank Muamalat Indonesia was guided by the Regulation of the Financial

Republik Indonesia No. 1/POJK.03/2019 tentang Penerapan Fungsi Audit Intern Pada Bank Umum.

Kepala SKAI ditunjuk oleh Direktur Utama sesuai Surat Keputusan Direksi Surat Keputusan No. 001/B/DIR/KPTS/II/2020 tentang penunjukkan sebagai pelaksanaan tugas Head of Internal Audit PT Bank Muamalat Indonesia Tbk tanggal 10 Februari 2020 yang telah mendapat persetujuan dari Dewan Komisaris sesuai Risalah Rapat Dewan Komisaris PT Bank Muamalat Indoneisa Tbk No. 001/R/CAR-RR/BOC/II/2020 tanggal 10 Februari 2020, serta telah dilaporkan kepada Otoritas Jasa Keuangan dengan surat No. 048/B/PRD-SRT/II/2020 tanggal 14 Februari 2020.

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 dan kemudian dilaporkan kepada Otoritas Jasa Keuangan (OJK).

Bank juga telah memiliki Piagam Audit Intern yang berisi tentang struktur dan kedudukan SKAI, tugas dan tanggung jawab, wewenang, kode etik audit intern, persyaratan auditor intern dan pertanggungjawaban SKAI.

Adapun struktur organisasi SKAI hingga berakhirnya tahun buku 2020 tergambar dalam bagan berikut ini.

Services Authority of the Republic of Indonesia No. 1/POJK.03/2019 concerning the Implementation of the Internal Audit Function in Commercial Bank.

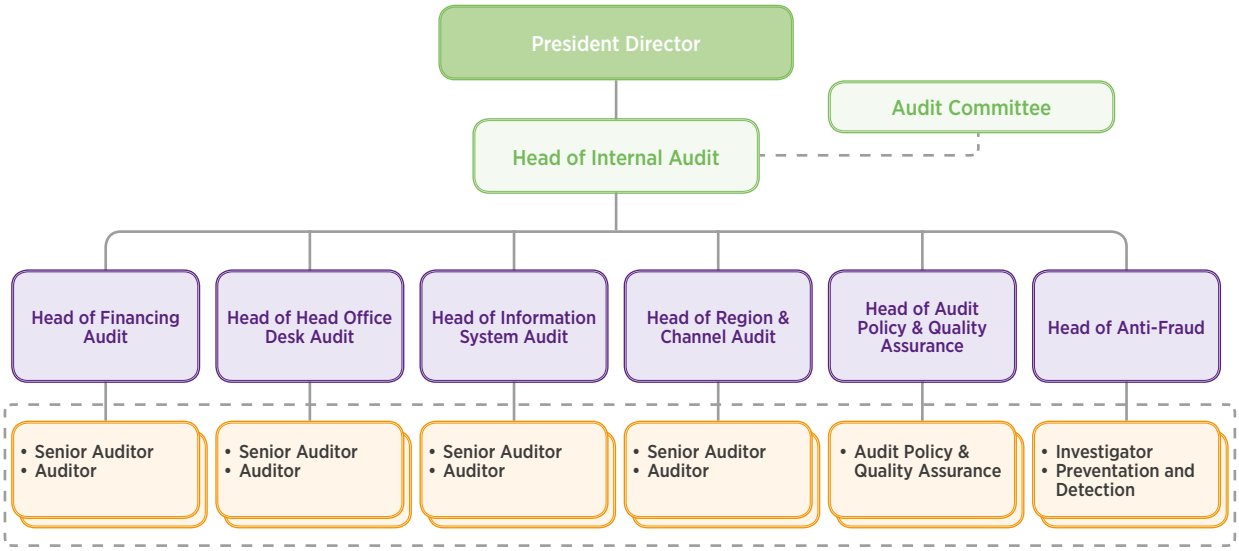
The Head of SKAI is appointed by the President Director in accordance with the Decree of the Board of Directors Decree No. 001/B/DIR/KPTS/II/2020 concerning the appointment as the acting Head of Internal Audit of PT. Bank Muamalat Indonesia, Tbk dated February 10, 2020 which has received approval from the Board of Commissioners in accordance with the Minutes of the Meeting of the Board of Commissioners of PT Bank Muamalat Indoneisa Tbk No. 001/R/CAR-RR/BOC/II/2020 dated February 10, 2020, and has been reported to Financial Services Authority with letter No. 048/B/PRD-SRT/II/2020 dated February 14, 2020.

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 related to audit implementation and in carrying out the supervisory function to implement the vision and mission of the Bank. The Head of SKAI is appointed and dismissed by the President Director of the Bank with the approval of the Board of Commissioners and then reported to the Financial Services Authority (FSA).

The Bank also has an Internal Audit Charter which contains the structure and position of SKAI, duties and responsibilities, authority, internal audit code of ethics, internal auditor requirements and the accountability of SKAI.

The SKAI organizational structure until the end of the 2020 financial year is illustrated in the following chart.



Profil Kepala SKAI

Kepala Satuan Kerja Audit Internal hingga berakhirnya tahun buku 2020 dijabat oleh seorang Pelaksana Tugas (Plt) yaitu Hendri Pranata. Pada awal tahun 2021 Bank telah menerbitkan Surat Keputusan No. 003/B/DIR-KPTS/1/2021 tentang pencabutan Plt Head of Internal Audit dan Penunjukan Head of Internal Audit baru yang dijabat oleh Riva Yan Abdillah.

Profile of the Head of SKAI

The Head of the Internal Audit Work Unit until the end of the 2020 financial year is held by an Acting Officer (Plt), namely Hendri Pranata. At the beginning of 2021 the Bank has issued Decree Number 003/B/DIR-KPTS/I/2021 concerning the Revocation of Acting Head of Internal Audit and appointment as Head of Internal Audit of PT Bank Muamalat Indonesia Tbk which is held by Riva Yan Abdillah.

Riva Yan Abdillah
Kepala Satuan Kerja Audit Internal
Head of Internal Audit Unit

Hendri Pranata
Plt. Kepala Satuan Kerja Audit Internal
Acting as Head of Internal Audit Unit

Warga Negara Citizen	Indonesia	Indonesia
Domisili Domicile	Tangerang Selatan	Tangerang Selatan
Usia Age	34 tahun pada akhir Tahun Buku 2020	34 years as of the end of the 2020 Financial Year
Dasar Hukum Pengangkatan Legal Basis for Appointment	Surat Keputusan No. 001/B/DIR/KPTS/II/2020 tentang penunjukkan sebagai pelaksanaan tugas Head of Internal Audit PT Bank Muamalat Indonesia Tbk tanggal 10 Februari 2020	Decree No.001/B/DIR/KPTS/II/2020 concerning appointment as acting Head of Internal Audit PT. Bank Muamalat Indonesia, Tbk dated 10 Februari 2020
Riwayat Pendidikan Education Background	S1 Matematika	Bachelor in Mathematics
Riwayat Jabatan Position Background	Head of Region & Channel Audit	Head of Region & Channel Audit

Rangkap Jabatan Dual Position	-	-
Pengalaman Kerja Working Experience	PT Bank Muamalat Indonesia Tbk • 2020-sekarang Plt. Head of Internal Audit • 2015-sekarang Head of Region and Channel Audit • 2012-2015 Auditor PT Bank Mega Syariah • 2010-2012 Auditor	PT. Bank Muamalat Indonesia Tbk • 2020 – Present Plt. Head of Internal Audit • 2015 – Present Head of Region and Channel Audit • 2012 – 2015 Auditor PT. Bank Mega Syariah • 2010 – 2012 Auditor

Kepala SKAI PT Bank Muamalat Indonesia Tbk tahun buku 2020 adalah Hendri Pranata. Warga Negara Indonesia, lahir di Madiun memperoleh gelar S1 jurusan Matematika dari Universitas Gajah Mada, Yogyakarta. Bergabung dengan PT Bank Muamalat Indonesia Tbk tahun 2013 sampai sekarang sebagai Head of Region and Channel Audit. Jabatan sebelumnya, tahun 2015 sebagai Auditor

Tugas dan Tanggung Jawab

Bank Muamalat Indonesia telah menyusun tugas dan tanggung jawab Satuan Kerja Audit Internal yang mengacu pada Piagam Audit Internal, sesuai dengan peraturan perundang-undangan yang berlaku. Adapun tugas dan tanggung jawab Satuan Kerja Audit Internal meliputi:

1. Mengaudit semua bidang kegiatan Bank secara berkala berdasarkan skala prioritas dan tingkat risiko.
2. Audit dilakukan berdasarkan rencana tahunan yang disusun berdasarkan *Risk Based Audit* (RBA) yang telah disetujui oleh Direktur Utama dan Komisaris Utama serta mendapat masukan dari pihak-pihak terkait.
3. Melakukan audit dengan mengacu pedoman yang berlaku umum, seperti SPFAIB, Pedoman Audit Intern Bank Muamalat Indonesia (*Audit Charter*).
4. Melakukan audit secara reguler pada unit Kantor Pusat dan Kantor Cabang berdasarkan skala prioritas dan tingkat risiko yang telah diperhitungkan sebelumnya sesuai rencana.
5. Bekerja sama dengan unit Kepatuhan dalam hal audit kepatuhan terhadap aturan dan perundang-undangan yang berlaku, termasuk pemenuhan aspek syariah.
6. Menyusun Laporan Hasil Audit dan menyampaikannya kepada Direktur Utama dan Dewan Komisaris melalui Komite Audit dengan tembusan kepada Direktur Kepatuhan dan Direktur terkait.
7. Menyelenggarakan pertemuan rutin dengan Komite Audit untuk mengevaluasi hasil temuan audit serta membahas temuan dan tindak lanjut temuan.
8. Memberikan saran perbaikan dan informasi yang objektif tentang kegiatan yang diperiksa pada semua tingkat manajemen.
9. Monitoring pelaksanaan tindak lanjut temuan hasil audit.
10. Menyusun program untuk mengevaluasi mutu kegiatan audit internal yang dilakukannya.

The Head of SKAI of PT Bank Muamalat Indonesia Tbk for the 2020 financial year is Hendri Pranata. Indonesian citizen, born in Madiun, obtained a Bachelor's degree in Mathematics from Gajah Mada University - Yogyakarta. Joined PT Bank Muamalat Indonesia Tbk in 2013 until now as Head of Region and Channel Audit. Previous position, in 2015 as Auditor

Duties and responsibilities

Bank Muamalat Indonesia has compiled the duties and responsibilities of the Internal Audit Unit which refers to the Internal Audit Charter, in accordance with the prevailing laws and regulations. The duties and responsibilities of the Internal Audit Unit include:

1. Auditing all areas of the Bank's activities on a regular basis based on the priority scale and the level of risk.
2. The audit is carried out based on an annual plan prepared based on a Risk Based Audit (RBA) which has been approved by the President Director and President Commissioner as well as obtaining input from related parties.
3. Conduct an audit with reference to generally accepted guidelines, such as SPFAIB, Bank Muamalat Indonesia Internal Audit Guidelines (Audit Charter).
4. Conduct regular audits at the Head Office and Branch Offices based on the priority scale and level of risk that has been previously calculated according to plan.
5. Cooperating with the Compliance unit in auditing compliance with the prevailing laws and regulations, including compliance with sharia aspects.
6. Prepare an Audit Report and submit it to the President Director and the Board of Commissioners through the Audit Committee with copies to the Compliance Director and related Directors.
7. Holding regular meetings with the Audit Committee to evaluate audit findings, discuss and follow up on findings.
8. Provide suggestions for improvements and objective information on the activities examined at all levels of management;
9. Monitoring the implementation of follow-up to audit findings.
10. Develop a program to evaluate the quality of its internal audit activities.

11. Menyusun laporan dari Direktur Utama dan Dewan Komisaris berupa Laporan Pokok-Pokok Hasil Audit untuk disampaikan ke Otoritas Jasa Keuangan (OJK) dan laporan lainnya sesuai kebutuhan.
12. Menyusun laporan tentang tindak lanjut temuan OJK dan Bank Indonesia (BI).
13. Melakukan audit khusus apabila diperlukan.

Jumlah Karyawan SKAI

Hingga 31 Desember 2020, jumlah karyawan SKAI berjumlah 20 (dua puluh) orang termasuk Plt. Head of IAT dengan komposisi disajikan dalam tabel berikut.

11. Prepare reports from the President Director and the Board of Commissioners in the form of Audit Results Main Reports to be submitted to the Financial Services Authority (FSA) and other reports as needed.
12. Prepare reports on the follow-up findings of FSA and Bank Indonesia (BI).
13. Conduct special audits if necessary

Number of SKAI Employees

As of December 31, 2020, the number of SKAI employees was 20 (twenty) including Plt. Head of IAT with the composition presented in the following table.

Komposisi Satuan Kerja Audit Internal / **Composition of Internal Audit Work Unit**

Jabatan	Jumlah (orang) Total	Position
Head of IAT	1	Head of IAT
Head of Office Desk Audit	3	Head of Office Desk Audit
Financing Audit	5	Financing Audit
Information System Audit	1	Information System Audit
Region & Channel Audit	4	Region & Channel Audit
Investigation & Disciplinary Action	4	Investigation & Disciplinary Action
Audit Policy & Quality Assurance	3	Audit Policy & Quality Assurance

Sertifikasi Profesi Audit Internal

Seluruh personel Satuan Kerja Audit Internal Bank telah memiliki Sertifikasi Internal Auditor Bank Level Supervisor dari Lembaga Sertifikasi Profesi Perbankan (LSPP). Selain itu, Bank senantiasa mendukung peningkatan kompetensi dan keahlian auditor dengan mengikutsertakan auditor dalam berbagai program pelatihan, *workshop*, dan seminar. Berikut rincian sertifikasi profesi auditor internal Bank.

Saat ini auditor yang telah memperoleh Sertifikasi Internal Auditor Bank Level Supervisor dari Lembaga Sertifikasi Profesi Perbankan (LSPP) adalah sebanyak 4 (empat) orang, 1 (satu) orang level Auditor, 3 (tiga) orang BSMR Level 4, 3 (tiga) orang orang BSMR Level 3, 14 (empat belas) orang BSMR level 2, termasuk kualifikasi ketrampilan lainnya dengan mengundang beberapa narasumber eksternal berupa *inhouse training*.

Internal Audit Professional Certification

All personnel of the Bank's Internal Audit Work Unit have Bank Internal Auditor Certification (Supervisor Level) from the Banking Professional Certification Institute (LSPP). In addition, the Bank continues to support the improvement of competence and expertise of auditors by involving auditors in various training programs, workshops and seminars. Following are the details of the Bank's internal auditor professional certification.

Currently there are 4 (four) auditors who have obtained the Bank Internal Auditor Certification Supervisor Level from the Banking Professional Certification Institute (LSPP), 1 (one) person at the Auditor level, 3 (three) BSMR Level 4, 3 (three) people. BSMR Level 3 people, 14 (fourteen) BSMR level 2 people, including other skill qualifications by inviting several external resource persons to have inhouse training.

Piagam Audit Internal

Dalam menjalankan fungsi dan tugasnya, Unit Audit Internal dilengkapi dengan pedoman tata laksana kerja yang tertuang dalam Piagam Unit Audit Internal No. IAT. CHT.05.2019 Revisi ke 3, Mei 2019. Pedoman tersebut mengatur tentang struktur dan kedudukan SKAI, tugas dan tanggung jawab, wewenang, kode etik audit intern, persyaratan auditor intern dan pertanggung jawaban SKAI.

Internal Audit Charter

In carrying out its functions and duties, the Internal Audit Unit is equipped with work procedures as stated in the Internal Audit Unit Charter No. IAT.CHT.05.2019 3rd Revision, May 2019. The guideline regulates the structure and position of SKAI, duties and responsibilities, authority, internal audit code of ethics, requirements for internal auditors and the accountability of SKAI.

Laporan Kegiatan Tahun Buku Audit Internal

Hingga berakhirnya tahun buku 2020, Unit Audit Internal telah melaksanakan tugas dan fungsi yang di antaranya adalah melakukan 8 audit reguler/umum (yaitu audit yang direncanakan di dalam RKAT 2020), 31 audit khusus dan investigasi (yaitu audit di luar RKAT 2020 atau audit karena adanya permintaan oleh Manajemen ataupun Regulator).

Internal Audit Fiscal Year Activity Report

Until the end of the 2020 financial year, the Internal Audit Unit has carried out duties and functions, which include conducting 8 regular/general audits (namely audits planned in the 2020 RKAT), 31 special audits and investigations (i.e. audits outside of the 2020 RKAT or audits due to there is a request by the Management or Regulator).

SISTEM PENGENDALIAN INTERNAL

Bank Muamalat Indonesia memiliki kebijakan penerapan Sistem Pengendalian Intern yang merupakan suatu sistem yang dirancang untuk mencapai efektivitas dan efisiensi operasi, keandalan laporan keuangan dan kepatuhan terhadap hukum dan peraturan yang berlaku. Proses pengendalian intern di lingkungan Bank melibatkan Dewan Komisaris, Direksi, Manajemen, dan personel lain terkait.

INTERNAL CONTROL SYSTEM

Bank Muamalat Indonesia has a policy of implementing an Internal Control System as a system designed to achieve operational effectiveness and efficiency, reliability of financial reports and compliance with applicable laws and regulations. The internal control process within the Bank involves the Board of Commissioners, Directors, Management, and other related personnel

Kesesuaian Sistem Pengendalian Intern dengan Kerangka COSO

Salah satu konsep sistem pengendalian intern yang saat ini digunakan oleh banyak perusahaan di dunia adalah sistem pengendalian intern yang dirancang oleh *Committee of Sponsoring Organizations of the Treadway Commission* (COSO). Sistem pengendalian intern menurut COSO mencakup 5 (lima) elemen utama. Bank pun telah menerapkan unsur-unsur tersebut ke dalam Sistem Pengendalian Intern di lingkungan Perusahaan. Adapun kesesuaiannya diuraikan dalam tabel berikut ini.

Comformity of the Internal Control System with the COSO Framework

One of the internal control system concepts currently used by many companies in the world is the internal control system designed by the Committee of Sponsoring Organizations of the Treadway Commission (COSO). The internal control system according to COSO includes 5 (five) main elements. The Bank has also implemented these elements into the Internal Control System within the Company. The suitability is described in the following table.

Penerapan Kerangka COSO

Implementing the COSO Framework

Uraian Description	**Penjelasan** Definition	**Penerapan di Lingkungan Bank Muamalat Indonesia** Implementation within Bank Muamalat Indonesia
Lingkungan Pengendalian Control Environment	Lingkungan pengendalian merupakan dasar dari semua komponen pengendalian internal. Faktor-faktor lingkungan pengendalian mencakup integritas, nilai etis, dan kompetensi dari orang dan entitas, filosofi manajemen dan gaya manajemen, cara manajemen memberikan otoritas dan tanggung jawab serta mengorganisasikan dan mengembangkan orangnya, perhatian dan pengarahan yang diberikan oleh Komisaris.	Direksi berkomitmen melaksanakan kegiatan pengendalian operasional Bank Muamalat Indonesia dengan menyusun struktur organisasi, menetapkan wewenang dan tanggung jawab, memberikan pelatihan dan pengembangan SDM dan secara rutin mengkomunikasikan strategi dan ukuran-ukuran penilaian keberhasilan sehingga seluruh organisasi dapat meyakini bahwa pelaksana tugas memiliki integritas, kecukupan pengetahuan dan keahlian sesuai dengan tugas dan tanggung jawab. Dewan Komisaris, melalui komite-komite yang dibentuk, melakukan pengkajian atas lingkungan pengendalian dan melakukan penilaian independen yang hasilnya dikomunikasikan kepada Direksi untuk ditindaklanjuti.
	The control environment is the basis of all components of internal control. Aspects of the control environment include integrity, ethical values and competence of people and entities, management philosophy and style, the way management assigns authority and responsibility and organizes and develops its people, the attention and direction given by the Commissioners.	The Board of Directors is committed to carrying out operational control activities of Bank Muamalat Indonesia by compiling an organizational structure, assigning authorities and responsibilities, providing training and human resource development, and regularly communicating strategies and measures for success assessments so that all organizations can be sure that the executor has integrity, adequate knowledge and expertise in accordance with the duties and responsibilities. The Board of Commissioners, through established committees, conducts assessments of the control environment and conducts independent assessments, the results of which are communicated to the Board of Directors for follow-up.
Penilaian Risiko Risk Assessment	Penilaian risiko merupakan mekanisme yang dirancang untuk mengidentifikasi, menganalisis, dan mengelola risiko-risiko yang berkaitan dengan berbagai aktivitas di mana organisasi beroperasi.	Seluruh risiko yang dihadapi dalam rangka merealisasikan misi dan visi Bank Muamalat Indonesia, diidentifikasi, dinilai, dipantau dan dikendalikan secara terus menerus, serta secara berkala dievaluasi dan direspon dengan pengendalian internal yang memadai sehingga kondisi yang tidak diharapkan bisa diminimalisasi. Dewan Komisaris dan Direksi, melalui Komite Pemantau Risiko dan Komite Manajemen Risiko, melakukan proses penilaian untuk meyakini bahwa pengelolaan risiko telah dilaksanakan dengan baik.
	Risk assessment is a mechanism designed to identify, analyze and manage risks associated with the various activities in which the organization operates.	All risks faced in realizing the mission and vision of Bank Muamalat Indonesia, are identified, assessed, monitored, and controlled continuously, and periodically evaluated and responded to with adequate internal controls so that unexpected conditions can be minimized. The Board of Commissioners and the Board of Directors, through the Risk Monitoring Committee and Risk Management Committee, conducts an assessment process to ensure that risk management has been implemented properly.
Aktivitas Pengendalian Control Activities	Aktivitas pengendalian ialah pelaksanaan dari kebijakan dan prosedur yang ditetapkan oleh manajemen untuk membantu memastikan bahwa tujuan dapat tercapai.	Bank Muamalat telah memiliki kebijakan manajemen risiko untuk meminimalisasi risiko baik dengan melakukan pemisahan tugas dan tanggung jawab, mekanisme *dual control* dan penerapan 3 (tiga) lapisan *assurance* untuk meyakini bahwa pelaksanaan pengendalian internal telah berjalan sesuai ketentuan yang berlaku.
	Control activity is the implementation of the policies and procedures established by management to help ensure that objectives can be achieved.	Bank Muamalat has risk management policy to minimize risks by separating duties and responsibilities, dual control mechanism, and applying 3 (three) layers of assurance to ensure that the implementation of internal control is carried out in accordance with applicable regulations.

Uraian Description	**Penjelasan** Definition	**Penerapan di Lingkungan Bank Muamalat Indonesia** Implementation within Bank Muamalat Indonesia
Informasi dan Komunikasi Information and Communication	Sistem yang memungkinkan orang atau entitas, memperoleh dan membagi informasi yang diperlukan untuk melaksanakan, mengelola, dan mengendalikan operasinya. A system that allows a person or entity to obtain and share the information necessary to carry out, manage and control its operations	Bank Muamalat Indonesia telah memiliki sistem informasi sebagai sarana untuk mendapatkan informasi dalam rangka pelaksanaan tugas sesuai dengan tanggung jawabnya masing-masing, yang dapat menghasilkan laporan kegiatan usaha, kondisi keuangan, penerapan manajemen risiko untuk mendukung pemenuhan tugas Direksi dan Dewan Komisaris. Bank Muamalat Indonesia has information system as a means of obtaining information to carry out duties in accordance with their respective responsibilities, which can produce reports on business activities, financial conditions, implementation of risk management to support the fulfillment of the duties of the Board of Directors and the Board of Commissioners.
Aktivitas Pemantauan Monitoring Activities	Pelaksanaan sistem pengendalian internal harus dipantau untuk memastikan sistem telah berjalan dengan baik. The implementation of the internal control system must be monitored to ensure that the system runs properly.	Direksi, Unit Kerja terkait dan Audit Internal melakukan pemantauan secara terus menerus terhadap efektivitas keseluruhan pelaksanaan pengendalian intern. Audit Internal sebagai pihak yang independent, secara obyektif melakukan pemantauan atas kecukupan dan pelaksanaan pengendalian internal berdasarkan rencana kerja tahunan. Hasil pemeriksaan dilaporkan kepada Presiden Direktur dan Dewan Komisaris melalui Komite Audit dengan tembusan Direktur Kepatuhan, Direktur dan departemen terkait yang menjadi objek pemeriksaan. Setiap bulan dalam Rapat Komite Audit, Audit Internal juga melaporkan temuan-temuan yang signifikan termasuk progress tindak lanjut atas temuan hasil audit. Atas laporan tersebut, Komite Audit akan melaporkannya secara reguler kepada Dewan Komisaris. The Board of Directors, related working units, and Internal Audit continuously monitor the effectiveness of the overall implementation of internal control. Internal Audit as an independent party objectively monitors the adequacy and implementation of internal control based on the annual work plan. The results of the examination are reported to the President Director and the Board of Commissioners through the Audit Committee with copies to the Compliance Director, the Board of Directors, and related departments that are the object of the examination. Every month in the Audit Committee Meeting, Internal Audit also reports significant findings including the follow-up progress on the audit findings. On this report, the Audit Committee will report regularly to the Board of Commissioners.

Proses Pengawasan

Salah satu unsur Sistem Pengendalian Internal adalah proses pengawasan yang dilakukan oleh unit SKAI. SKAI melakukan pengawasan secara berkesinambungan dan teratur, baik melalui kegiatan audit (*on site*) maupun pengawasan di luar audit (*off site monitoring*).

Pengawasan yang dilakukan melalui kegiatan audit, dimulai dengan pembuatan rencana audit tahunan yang disetujui oleh Direktur Utama dan Dewan Komisaris melalui Komite Audit. Kemudian, merealisasikan rencana

Supervisory Process

One of the elements of the Internal Control System is the supervisory process carried out by the SKAI unit. SKAI conducts continuous and regular supervision, both through audit activities (on site) and monitoring outside the audit (off site monitoring).

Supervision is carried out through audit activities, starting with the preparation of an annual audit plan that is approved by the President Director and the Board of Commissioners through the Audit Committee.

audit tersebut sesuai jadwal yang telah ditetapkan, melaporkan hasilnya kepada Direktur Utama dan Dewan Komisaris melalui Komite Audit serta kepada pihak-pihak lain yang terkait.

Selain itu, melakukan pemantauan tindak lanjut terhadap temuan-temuan audit. Tindak lanjut terhadap temuan audit dan pencapaian atas rencana audit tersebut dipantau oleh bagian *Quality Assurance* (QA) yang merupakan bagian independen di SKAI.

Then, the process continues with executing the audit plan according to the predetermined schedule, report the results to the President Director and the Board of Commissioners through the Audit Committee as well as to other related parties.

In addition, the process will also conduct follow-up monitoring of audit findings. The follow-up to the audit findings and the achievement of the audit plan is monitored by the Quality Assurance (QA) section which is an independent part of the Internal Audit Unit.

Monitoring Tindak Lanjut Temuan

Monitoring the Follow Up on Findings

Komitmen Tindak Lanjut Temuan Audit Commitment to Follow Up on Audit Findings	**Telah Ditindaklanjuti** Has Been Followed Up	**Dalam Proses Tindak Lanjut** In the Follow Up Process
195	135	60

Hasil *Review* Atas Pelaksanaan Sistem Pengendalian Intern Pada Tahun Buku.

Kegiatan audit tahun 2020 difokuskan pada beberapa aktifitas diantaranya penanganan pembiayaan bermasalah, penghimpunan dana, pengamanan informasi dan aktifitas/area lainnya yang terdampak kondisi pandemi COVID-19. Berdasarkan hasil audit masih ditemukan beberapa kelemahan pada pengendalian intern yang perlu dilakukan perbaikan seperti dual control dan konfirmasi pembukaan rekening serta pelaksanaan transaksi tanpa kehadiran nasabah, pemantauan limit transaksi dan pengamanan perangkat teknologi informasi yang digunakan dalam aktifitas bekerja dari rumah. Menindaklanjuti hal tersebut manajemen telah berkomitmen untuk menindaklanjuti perbaikannya sesuai batas waktu yang telah disepakati.

Review Result of the Implementation of the Internal Control System in the Fiscal Year.

The audit activity in 2020 is focused on several activities including handling problematic financing, raising funds, securing information, and other activities/areas affected by the COVID-19 pandemic conditions. Based on the audit results, there are still several weakness in internal control that need to be improved, such as dual control and confirmation of opening an account as well as executing transactions without the presence of customer, monitoring transaction limits, and securing information technology devices used in working from home activities. Following up on this matter, the management has committed to following up on the improvements according to the agreed time limit.

AUDIT EKSTERNAL

Dalam rangka implementasi independensi pengawasan dan audit terhadap pelaporan Laporan Keuangan perusahaan dan sebagai bagian dari implementasi GCG, Bank menunjuk Kantor Akuntan Publik. Sebagai auditor eksternal, fungsinya untuk memastikan pencatatan akuntansi Bank telah disusun sesuai dengan ketentuan Pernyataan Standar Akuntansi dan Keuangan (PSAK) dengan opini yang wajar.

Laporan Keuangan Konsolidasian Bank Muamalat Indonesia untuk tahun buku 2020 telah diaudit oleh Kantor Akuntan Publik (KAP) Doli, Bambang, Sulistiyanto, Dadang dan Ali (dbsd&a) yang telah terdaftar di Otoritas Jasa Keuangan, dengan biaya audit sebesar Rp1.300.000.000. Penunjukan KAP tersebut dilakukan oleh Dewan Komisaris.

EXTERNAL AUDIT

In order to implement the independence of supervision and audit of the company's financial statements and as part of the implementation of GCG, the Bank appointed a Public Accounting Firm. As an external auditor, its function is to ensure that the Bank's accounting records have been prepared in accordance with the provisions of the Statement of Accounting and Financial Standards (SAFS) with a fair opinion.

The Consolidated Financial Statements of Bank Muamalat Indonesia for the 2020 financial year have been audited by the Public Accounting Firm (KAP) Doli, Bambang, Sulistiyanto, Dadang and Ali (dbsd & a) which have been registered with the Financial Services Authority, with an audit fee of 1,300,000,000. The KAP appointment is made by the Board of Commissioners.

Akuntan Publik Bank Muamalat Indonesia Tahun Buku 2020 / **Bank Muamalat Indonesia Public Accountant for Financial Year 2020**

Nama	Drs. Bambang Sulistiyanto, Ak., MBA., CPA	Name
Nomor Registrasi AP dari Menteri Keuangan	AP. 0408	AP Registration Number of the Minister of Finance
Nomor Surat Tanda Terdaftar AP	Pasar Modal : STTD.AP-311/PM.22/2018 Perbankan: STTD.AP-188/PB.122/2018 Perbankan Syariah: STTD.APS-52/PB.122/2018	AP Regristered Letter Number
Tahun Penugasan	2020	Year of Assignment

Kantor Akuntan Publik Bank Muamalat Indonesia dalam 5 Tahun / **Bank Muamalat Indonesia Public Accountant Office in 5 Years**

Tahun Pemeriksaan Audit Year	Signing Partner	Kantor Akuntan Publik Public Accountant Office	Kantor Akuntan Asing Foreign Accounting Office	Biaya (Rp) Cost
2020	Bambang Sulistiyanto, CPA	Doli, Bambang, Sulistiyanto, Dadang dan Ali (dbsd&a)	BKR Internasional	1.300.000.000
2019	Bambang Sulistiyanto, CPA	Doli, Bambang, Sulistiyanto, Dadang dan Ali (dbsd&a)	BKR Internasional	800.000.000
2018	Doli Diapary Siregar, CPA	Doli, Bambang, Sulistiyanto, Dadang dan Ali (dbsd&a)	BKR Internasional	1.000.000.000
2017	Doli Diapary Siregar, CPA	Doli, Bambang, Sulistiyanto, Dadang dan Ali (dbsd&a)	BKR Internasional	900.000.000
2016	Doli Diapary Siregar, CPA	Doli, Bambang, Sulistiyanto, Dadang dan Ali (dbsd&a)	BKR Internasional	1.200.000.000

SISTEM MANAJEMEN RISIKO

Penjelasana mengenai Manajemen Risiko dijelaskan lebih lanjut pada Bab Fungsi Penunjang Bisnis pada sub bab Manajemen Risiko Laporan Tahunan Bank Muamalat 2020.

SATUAN KERJA KEPATUHAN

Pembentukan Satuan Kerja Kepatuhan sebagai bentuk kepatuhan Bank terhadap peraturan perundangan yang berlaku, dalam hal ini Peraturan Otoritas Jasa Keuangan No. 46/POJK.03/2017 tanggal 12 Juli 2017 tentang Pelaksanaan Fungsi Kepatuhan Bank Umum. Fungsi kepatuhan merupakan serangkaian tindakan atau langkah-langkah yang bersifat preventif untuk memastikan bahwa kebijakan, ketentuan, sistem dan prosedur serta kegiatan usaha yang dilakukan oleh Bank telah sesuai dengan ketentuan Otoritas Jasa Keuangan dan ketentuan peraturan perundang-undangan lainnya, termasuk prinsip syariah.

Satuan Kerja Kepatuhan juga memastikan kepatuhan Bank terhadap komitmen yang dibuat oleh Bank kepada Otoritas Jasa Keuangan dan/atau otoritas pengawas lain yang berwenang.

Berdasarkan tujuannya tersebut, Satuan Kerja Kepatuhan bersama Direktur yang membawahi fungsi kepatuhan yakni Direktur Kepatuhan, wajib selalu berkoordinasi dengan Dewan Pengawas Syariah dalam pelaksanaan fungsi kepatuhan terhadap prinsip syariah.

RISK MANAGEMENT SYSTEM

The explanation of Risk Management is further explained in the Business Support Functions Chapter in the Risk Management Section

COMPLIANCE UNIT

The establishment of a Compliance Unit as a form of Bank compliance with applicable laws and regulations, in this case the Financial Services Authority Regulation No. 46/POJK.03/2017 dated 12 July 2017 concerning Implementation of Commercial Bank Compliance Function. The compliance function is a series of actions or preventive measures to ensure that the policies, regulations, systems and procedures as well as business activities carried out by the Bank are in accordance with the provisions of the Financial Services Authority and other laws and regulations, including sharia principles.

The Compliance Unit also ensures the Bank's compliance with the commitments made by the Bank to the Financial Services Authority and/or other competent supervisory authorities.

Based on these objectives, the Compliance Work Unit together with the Director in charge of the compliance function, namely the Compliance Director, must always coordinate with the Sharia Supervisory Board in implementing the function of compliance with sharia principles.

Direktur Kepatuhan Bank Muamalat Indonesia telah memenuhi persyaratan sesuai dengan peraturan perundangan yang berlaku dan telah efektif lulus Penilaian Kemampuan dan Kepatutan dari OJK tanggal 27 Juni 2016. Adapun tugas dan tanggung jawab Direktur yang membawahkan Fungsi Kepatuhan sesuai dengan Peraturan Otoritas Jasa Keuangan No. 46/POJK.03/2017 adalah sebagai berikut:

1. Menyusun strategi untuk mendorong terciptanya Budaya Kepatuhan Bank.
2. Mengusulkan kebijakan kepatuhan atau prinsip-prinsip kepatuhan yang akan ditetapkan oleh Direksi.
3. Menetapkan sistem dan prosedur kepatuhan yang digunakan untuk menyusun ketentuan dan pedoman internal Bank.
4. Memastikan seluruh kebijakan, ketentuan, sistem, dan prosedur, serta kegiatan usaha yang dilakukan Bank telah sesuai dengan ketentuan Otoritas Jasa Keuangan dan ketentuan peraturan perundang-undangan, termasuk prinsip syariah bagi bank umum syariah dan unit usaha syariah.
5. Menekan dan meminimalisasi risiko kepatuhan Bank.
6. Melakukan tindakan pencegahan agar kebijakan dan/atau keputusan yang diambil Direksi Bank atau pimpinan kantor cabang dari Bank yang berkedudukan di luar negeri tidak menyimpang dari ketentuan Otoritas Jasa Keuangan dan ketentuan peraturan perundang-undangan.
7. Melakukan tugas lain yang terkait dengan fungsi kepatuhan.

Pelaksanaan tugas Direktur Kepatuhan dibantu oleh unit kerja kepatuhan yakni Satuan Kerja Kepatuhan Bank Muamalat Indonesia, yang dibentuk secara tersendiri dan bebas dari pengaruh satuan kerja lainnya. Satuan Kerja tersebut memiliki akses langsung kepada Direktur yang membawahkan fungsi kepatuhan.

Kepala Unit kerja Kepatuhan telah memenuhi kriteria yang ditetapkan oleh regulasi. Di antaranya, memenuhi persyaratan independensi, menguasai ketentuan Otoritas Jasa Keuangan (OJK)/Bank Indonesia dan peraturan perundang-undangan yang berlaku dan tidak melaksanakan tugas lainnya di luar fungsi kepatuhan.

The Compliance Director of Bank Muamalat Indonesia has met the requirements in accordance with the applicable laws and regulations and has effectively passed the Fit and Proper Test from the FSA dated 27 June 2016. The duties and responsibilities of the Director in charge of the Compliance Function are in accordance with the Financial Services Authority Regulation No. 46/POJK.03/2017 are as follows:

1. Develop a strategy to encourage the creation of Bank Compliance Culture.
2. Propose compliance policies or principles to be approved by the Board of Directors.
3. Establish compliance systems and procedures that are used to formulate the Bank's internal provisions and guidelines.
4. Ensure that all policies, regulations, systems and procedures, as well as business activities conducted by the Bank, are in accordance with the provisions of the Financial Services Authority and laws and regulations, including sharia principles for sharia commercial banks and sharia business units.
5. Lower and minimize the Bank's compliance risk.
6. Take preventive measures so that policies and/or decisions taken by the Board of Directors of the Bank or the head of the branch office of the Bank domiciled abroad do not deviate from the provisions of the Financial Services Authority and the provisions of laws and regulations.
7. Perform other duties related to the compliance function.

The implementation of the duties of the Compliance Director is assisted by the compliance unit, namely the Compliance Work Unit of Bank Muamalat Indonesia, which is established independently and is free from the influence of other work units. The Work Unit has direct access to the Director in charge of the compliance function.

The head of the Compliance work unit has met the criteria set by the regulations. Among other things, meeting the independence requirements, mastering the provisions of the Financial Services Authority (OJK)/Bank Indonesia and the prevailing laws and regulations and not carrying out other duties outside the compliance function.

Profil Kepala Satuan Kerja Kepatuhan

Profile of the Head of Compliance Unit

Dyah Ekowati
Kepala Satuan Kerja Kepatuhan
Head of Compliance Unit

Warga Negara Citizen	Indonesia	Indonesia
Domisili Domicile	Tangerang Selatan	Tangerang Selatan
Usia Age	49 tahun pada akhir Tahun Buku 2020	49 years as of the end of the 2020 Financial Year
Dasar Hukum Pengangkatan Legal Basis for Appointment	Surat Keputusan Direksi PT. Bank Muamalat Indonesia Tbk No. 080/DIR/KPTS/VIII/2009 tanggal 25 Agustus 2009 Tentang Mutasi dan Penyempurnaan Penetapan Pejabat Compliance Division Head	Decree of the Board of Directors of PT. Bank Muamalat Indonesia Tbk No. 080/DIR/KPTS/VIII/2009 dated 25 August 2009 concerning Movements and Improvement of Appointment of Compliance Division Head Officers
Riwayat Pendidikan Education Background	• Sarjana Pertanian, Institut Pertanian Bogor lulus tahun 1996 • Muamalat Officer Development Program tahun 1997 • Sertifikasi Manajemen Risiko Level 4, Lembaga Sertifikasi Profesi Perbankan • Sertifikasi Manajemen Kepatuhan Level 2, Lembaga Sertifikasi Profesi Perbankan	• Bachelor in Agriculture Science, Institut Pertanian Bogor (graduate in 1996) • Muamalat Officer Development Program in 1997 • Certification of Risk Management Level 4, Banking Professional Certification Institute • Certification of Compliance Management Level 2, Banking Professional Certification Institute
Riwayat Jabatan Position Background	• Compliance Division Head (1 September 2009-sekarang) • Compliance & Risk Management Group Head (Mei 2009 - 1 September 2009) • Kebijakan dan Produk Pembiayaan Divisi Pembiayaan (2003-Mei 2009) • Account Manager Cabang Bumi Serpong Damai (1997-2002)	• Compliance Division Head (September 1, 2009-present) • Compliance & Risk Management Group Head (May 2009 - September 1, 2009) • Policy & Financing Product • Division of Financing (2003-May 2009) • Account Manager Bumi Serpong Damai Branch (1997-2002)
Rangkap Jabatan Dual Position	-	-
Pengalaman Kerja Working Experience	PT. Bank Muamalat Indonesia Tbk (1997-sekarang)	PT. Bank Muamalat Indonesia Tbk (1997-present)

Tugas dan Tanggung Jawab

Bank Muamalat Indonesia telah mengatur tugas dan tanggung jawab Satuan Kerja Kepatuhan, yang mencakup:

1. Mendukung penetapan langkah-langkah yang diperlukan untuk memastikan kepatuhan Bank dalam memenuhi seluruh peraturan internal dan eksternal serta peraturan perundang-undangan lain yang berlaku dalam rangka prinsip kehati-hatian.
2. Mendukung pemantauan dan penjagaan kegiatan usaha Bank agar tidak menyimpang dari ketentuan yang berlaku.

Duties and Responsibilities

Bank Muamalat Indonesia has regulated the duties and responsibilities of the Compliance Work Unit, which includes:

1. Supporting the stipulation of necessary steps to ensure the Bank's compliance in complying with all internal and external regulations as well as with other prevailing laws and regulations within the framework of prudential principles.
2. Supporting the monitoring and safeguarding of the Bank's business activities so as not to deviate from applicable regulations.

3. Menyusun langkah-langkah dalam rangka mendukung terciptanya Budaya Kepatuhan pada seluruh kegiatan usaha Bank pada setiap jenjang organisasi,
4. Mengidentifikasi, mengukur, memantau, dan mengendalikan Risiko Kepatuhan dengan mengacu pada ketentuan Otoritas Jasa Keuangan mengenai Penerapan Manajemen Risiko bagi Bank Umum Syariah dan Unit Usaha Syariah.
5. Memantau dan mengevaluasi secara berkala terhadap perkembangan risiko-risiko kepatuhan dan pengendalian internal untuk kepentingan Bank sesuai dengan perkembangan bisnis.
6. Melakukan penilaian dan evaluasi atas efektivitas, kecukupan, dan kesesuaian kebijakan, ketentuan, sistem maupun prosedur yang dimiliki oleh Bank dengan peraturan perundang-undangan.
7. Mengkaji ulang dan/atau merekomendasikan pemutakhiran dan penyempurnaan kebijakan, ketentuan, sistem maupun prosedur yang dimiliki oleh Bank agar sesuai dengan ketentuan Otoritas Jasa Keuangan dan peraturan perundang-undangan, termasuk prinsip syariah.
8. Mengupayakan untuk memastikan bahwa kebijakan, ketentuan, sistem dan prosedur, serta kegiatan usaha Bank telah sesuai dengan ketentuan Otoritas Jasa Keuangan dan peraturan perundang-undangan.
9. Memastikan Bank telah patuh terhadap komitmen yang dibuat oleh Bank kepada Otoritas Jasa Keuangan dan/atau otoritas pengawas lain yang berwenang.
10. Melakukan sosialisasi hal-hal yang terkait dengan Fungsi Kepatuhan terutama mengenai ketentuan yang berlaku kepada seluruh karyawan Bank.
11. 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.
12. Menjalankan tugas-tugas lainnya yang terkait dengan fungsi kepatuhan.

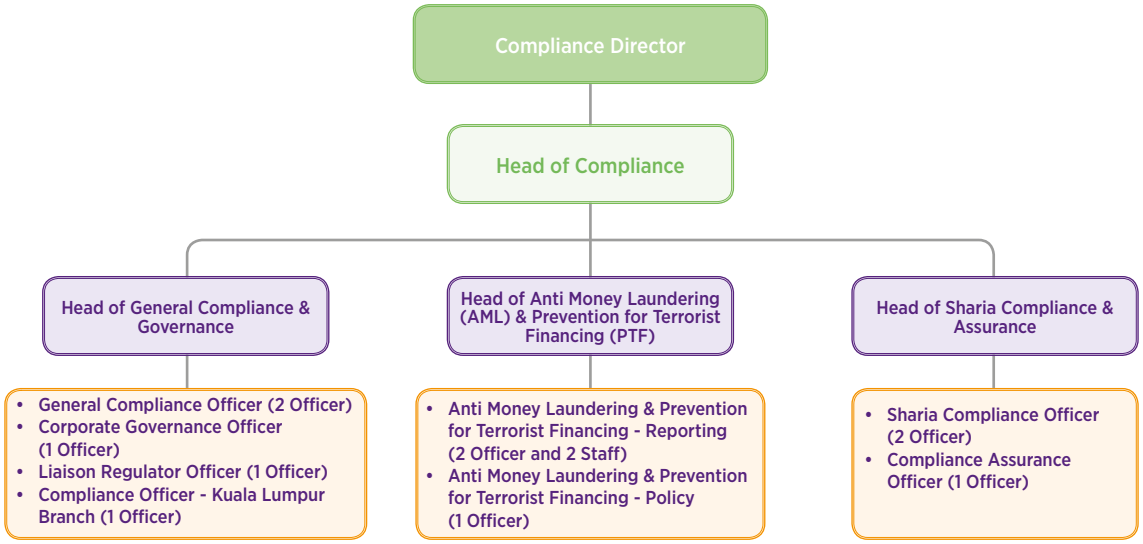
Struktur Organisasi Unit Kerja Kepatuhan

Organisasi Satuan Kerja Kepatuhan Bank Muamalat Indonesia per 31 Desember 2020 terdiri 17 (tujuh belas) karyawan. Adapun struktur organisasinya digambarkan dalam bagan berikut ini.

3. Formulate steps in order to support the creation of a Compliance Culture in all Bank business activities at every level of the organization.
4. Identifying, measuring, monitoring and controlling Compliance Risk by referring to the regulations of the Financial Services Authority concerning the Implementation of Risk Management for Sharia Commercial Banks and Sharia Business Units.
5. Monitor and evaluate periodically the development of compliance risks and internal control for the Bank's interest in accordance with business developments.
6. Assess and evaluate the effectiveness, adequacy and conformity of the Bank's policies, regulations, systems and procedures with the laws and regulations.
7. Review and/or recommend updating and refinement of policies, regulations, systems and procedures that currently applied by the Bank to comply with the provisions of the Financial Services Authority and laws and regulations, including sharia principles.
8. Making efforts to ensure that the policies, regulations, systems and procedures, as well as the Bank's business activities are in accordance with the rules of the Financial Services Authority and laws and regulations.
9. Ensure that the Bank has complied with the commitments made by the Bank to the Financial Services Authority and/or other competent supervisory authorities.
10. To socialize matters related to the Compliance Function, especially regarding the applicable regulations to all Bank employees.
11. Carry out a consultative role as a strategic business partner for prevention in order to mitigate compliance risk and provide recommendations for improvement and enhancement of compliance effectiveness, internal control and GCG.
12. Carry out other duties related to the compliance function.

Organization Structure of Compliance Work Unit

The Organization of the Compliance Work Unit of Bank Muamalat Indonesia as of 31 December 2020 consisted of 17 (seventeen) employees. The organizational structure is described in the following chart.



Kualifikasi dan Sertifikasi

Bank Muamalat Indonesia senantiasa mendorong personel Satuan Kerja Kepatuhan untuk memiliki kompetensi yang memadai dan sesuai dengan tugas dan tanggung jawabnya. Berikut adalah rangkuman sertifikasi yang dimiliki oleh personel Satuan Kerja Kepatuhan hingga berakhirnya tahun buku 2020:

Qualifications and Certifications

Bank Muamalat Indonesia always encourages the personnel of the Compliance Unit to have adequate competence and in accordance with their duties and responsibilities. The following is a summary of the certifications held by the Compliance Work Unit personnel until the end of the 2020 financial year:

Daftar Sertifikasi Personel Fungsi Satuan Kerja Kepatuhan

Daftar Sertifikasi Personel Fungsi Satuan Kerja Kepatuhan

Nama Sertifikasi Name of the Certification	Level	Jumlah (orang) Total (people)
Kepatuhan | Compliance	2	2
	1	9
Manajemen Risiko | Risk Management	4	1
	3	2
	2	12

Pelaksanaan Tugas 2020

Sepanjang tahun 2020, Satuan Kerja Kepatuhan telah menjalankan tugasnya, yang mencakup:

1. Membangun *compliance awareness* melalui *e-mail blast* dengan materi terkait regulasi, GCG, dan APU-PPT.
2. Melakukan sosialisasi regulasi baru (*sharing information*) baik secara tertulis maupun melalui forum sosialiasi dan menyampaikan analisis dampak regulasi kepada unit kerja terkait untuk menjaga agar kegiatan usaha Bank tidak menyimpang dari ketentuan dan peraturan yang berlaku.
3. Memberikan opini atas penerapan regulasi termasuk penerapan aspek syariah.
4. Melakukan peringatan/teguran, *reminder* atas kewajiban dan komitmen yang harus disampaikan dan dilaksanakan oleh Unit Kerja atau Unit Bisnis.

Implementation of Tasks 2020

Throughout 2020, the Compliance Work Unit has carried out its duties, which include:

1. Building compliance awareness through email blasts with materials related to regulations, GCG, and AML-CFT.
2. Disseminating new regulations (sharing information) both in writing and through socialization forums and submitting an analysis of the impact of regulations to related work units to ensure that the Bank's business activities do not deviate from the prevailing rules and regulations.
3. Providing opinion on the implementation of regulations including the application of sharia aspects.
4. Conduct warnings/warnings, reminders of obligations and commitments that must be conveyed and carried out by the Work Unit or Business Unit.

5. Menyampaikan hasil GCG *review* dan rekomendasi perbaikan penerapan GCG kepada Direksi dan Dewan Komisaris, serta memonitor pemenuhan rekomendasi yang dberikan.
6. Melakukan *compliance checklist* terhadap proses pengajuan jaringan kantor baru dan pengajuan produk & aktivitas baru Bank agar sesuai dengan ketentuan BI/OJK.
7. Menyusun kertas kerja *compliance self-assessment* sebagai *tools* untuk menilai tingkat kepatuhan cabang terhadap regulasi, APU PPT dan aspek syariah.
8. Ikut serta mendampingi dan membantu Dewan Pengawas Syariah dalam agenda Uji Petik Dewan Pengawas Syariah dan melakukan sosialisasi/*sharing* terkait dengan pemenuhan aspek syariah di Kantor Cabang.
9. Berperan aktif mendampingi Unit Bisnis dalam melakukan edukasi kepada calon nasabah penghimpunan dana khusunya terkait dengan transaksi syariah.
10. Melakukan reminder kepada seluruh unit kerja untuk menyampaikan laporan kepada otoritas pengawas melalui aplikasi Muamalat Report Reminder (MR2) dan melakukan pemantauan terhadap penyampaian laporan.
11. Mengembangkan sertifikasi internal melalui program Muamalat Internal Certification (MIC) dengan materi *Basic Sharia Knowledge, Anti-Fraud* dan Anti Pencucian Uang dan Pencegahan Pendanaan Terorisme (APU & PPT).
12. Melakukan *training* dan *sharing knowledge* antara lain *Basic Sharia Banking, Sharia sharing session,* dan *Training* APU & PPT.

Pengelolaan dan Mitigasi Risiko Kepatuhan

Sebagai entitas yang sarat dengan pemenuhan peraturan perundang-undangan, Bank Muamalat Indonesia menyadari adanya risiko kepatuhan. Risiko kepatuhan muncul apabila Bank tidak mematuhi atau tidak melaksanakan peraturan Otoritas Jasa Keuangan dan/atau Bank Indonesia, maupun peraturan perundang-undangan lainnya yang berlaku.

Oleh karena itu, Bank senantiasa memaksimalkan upaya untuk dapat melaksanakan ketentuan dan peraturan yang berlaku dengan baik dan secara terus menerus melakukan langkah-langkah perbaikan dalam kualitas manajemen risiko, sistem pengendalian internal dan pelaksanaan tata kelola yang baik serta memperhatikan prinsip kehati-hatian maupun prinsip syariah dalam menjalankan kegiatan operasional bank.

Secara berkala, rapat *Risk Management Committee* (RMC) membahas pengelolaan risiko kepatuhan dibahas dan disajikan dalam Laporan Profil Risiko Bank yang

5. Delivering the results of GCG reviews and recommendations for improving the implementation of GCG to the Board of Directors and the Board of Commissioners, as well as monitoring the completion of the recommendations.
6. Conducting compliance checklist on the process of submitting new office network and submitting new products & activities of the Bank to comply with BI/FSA regulations.
7. Prepare a compliance self assessment working paper as a tool to assess the level of compliance of branches with regulations, AML-CFT and sharia aspects.
8. Participate in accompanying and assisting the Sharia Supervisory Board in the Sharia Supervisory Board's Sample Test agenda and conducting socialization/sharing related to compliance with sharia aspects at Branch Offices.
9. Take an active role in assisting the Business Unit in educating prospective customers to raise funds, especially those related to sharia transactions.
10. Perform a reminder to all work units to submit reports to the supervisory authority through the Muamalat Report Reminder (MR2) application and monitor the submission of reports.
11. Develop internal certification through the Muamalat Internal Certification (MIC) program with the material Basic Sharia Knowledge, Anti Fraud and Anti Money Laundering and Combating Financing of Terrorism (AML & CFT).
12. Conduct training and knowledge sharing, including Basic Sharia Banking, Sharia sharing sessions and AML & CFT Training.

Compliance Risk Management and Mitigation

As an entity that is full of compliance with statutory regulations, Bank Muamalat Indonesia is aware of compliance risks. Compliance risk arises if the Bank does not comply with or does not implement the regulations of the Financial Services Authority and/or Bank Indonesia, as well as other applicable laws and regulations.

Therefore, the Bank continues to maximize its efforts to be able to implement the applicable rules and regulations properly and continuously takes steps to improve the quality of risk management, internal control systems and implementation of good governance as well as paying attention to the principles of prudence and sharia principles. in carrying out bank operational activities.

Periodically, the Risk Management Committee (RMC) meeting to discuss compliance risk management is discussed and presented in the Bank's Risk Profile Report

disampaikan kepada Otoritas Jasa Keuangan secara Triwulanan maupun Laporan Tingkat Kesehatan Bank secara Semesteran.

Dalam rangka pengelolaan risiko kepatuhan, sepanjang tahun 2020, Bank telah melakukan mitigasi risiko kepatuhan di antaranya:

1. Melakukan pemantauan terhadap *prudential aspect* bank antara lain Kewajiban Penyediaan Modal Minimum (KPMM), Posisi Devisa Neto (PDN), Giro Wajib Minumum (GWM), Rasio Intermediasi Makroprudensial (RIM) syariah, Giro RIM syariah, Penyangga Likuiditas Moneter (PLM) syariah, Pinjaman Luar Negeri (PLN), Kualitas Aset Produktif dan Batas Maksimum Pemberian Pembiayaan (BMPP).
2. Melakukan *review* atas pelaksanaan tata kelola bank melalui Laporan *Good Corporate Governance* (GCG) review yang dilakukan secara periodik dan memonitor perbaikan pelaksanaan GCG.
3. Melakukan supervisi dan pendampingan kepada unit kerja dan/atau unit bisnis dalam melakukan penerbitan produk, program, operasional, sosialisasi dan/atau pendekatan terhadap nasabah dan calon nasabah serta melakukan pelatihan/*sharing* kepada karyawan baru maupun kepada pihak internal bank.
4. Melakukan perbaikan dan penyempurnaan proses bisnis Bank agar sesuai dengan peraturan yang berlaku baik dari sisi *governance* maupun sisi syariah.
5. Me-*review* usulan pembiayaan melalui rapat Komite Pembiayaan level Direksi dengan menyampaikan opini baik dari aspek kepatuhan umum maupun kepatuhan syariah.
6. 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.
7. Melakukan *Compliance Checklist* yang bertujuan untuk memastikan kesiapan operasional pembukaan, pemindahan alamat dan perubahan status kantor sebelum pengajuan tersebut disampaikan kepada Otoritas Jasa Keuangan (OJK).
8. Melakukan penguatan atas penerapan Program APU dan PPT mengacu pada Kebijakan Penerapan APU dan PPT yang paling kurang mencakup 5 (lima) pilar, yaitu:
   a. Pengawasan Aktif Dewan Komisaris dan Direksi;
   b. Kebijakan dan Prosedur;
   c. Pengendalian Intern;
   d. Sistem Informasi Manajemen; dan
   e. Sumber Daya Manusia dan Pelatihan.

which is submitted to the Financial Services Authority on a quarterly basis as well as in the Bank Soundness Level Report on a Semester basis.

In the context of managing compliance risk, throughout 2020, the Bank has mitigated compliance risk including:

1. Monitor prudential aspects of the bank, including Minimum Capital Adequacy Requirement (CAR), Net Open Position (NOP), Mandatory Demand Deposit (GWM), Sharia Macroprudential Intermediation Ratio (RIM), Sharia RIM Current Account, Monetary Liquidity Buffer (PLM) syariah, Foreign Loans (PLN), Earning Asset Quality and Maximum Financing Limit (Legal Lending Limit).
2. Reviewing the implementation of bank governance through a periodic review of Good Corporate Governance (GCG) reports and monitoring the improvement of GCG implementation.
3. Supervise and provide assistance to work units and/or business units in issuing products, programs, operations, socialization and/or approaches to customers and prospective customers as well as conducting training / sharing with new employees and internal parties of the bank.
4. Make improvements and refinement of the Bank's business processes to comply with applicable regulations both from the governance side and the sharia side.
5. Reviewing financing proposals through Financing Committee meetings at the Board of Directors level by submitting opinions on both general compliance and sharia compliance aspects.
6. Delivering 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, FSA Regulations and FSA Circular Letter.
7. Carry out a Compliance Checklist which aims at ensuring operational readiness for opening, changing addresses and changing office status before submitting the submission to the Financial Services Authority (OJK).
8. Strengthening the implementation of the AML and CFT Programs referring to the APU and PPT Implementation Policies which at least cover 5 (five) pillars, namely:
   a. Active Supervision of the Board of Commissioners and Directors;
   b. Policies and Procedures;
   c. Internal Control;
   d. Management information System; and
   e. Human Resources and Training.

ANTI PENCUCIAN UANG DAN PENCEGAHAN PENDANAAN TERORISME (APU & PPT)

Sebagai bentuk kepatuhan Bank Muamalat Indonesia atas peraturan perundang-undangan dan berbagai peraturan lainnya terkait Prinsip Anti Pencucian Uang dan Pencegahan Pendanaan Terorisme (APU & PPT), Bank wajib membentuk Unit Kerja Khusus atau menunjuk Pejabat Bank yang bertanggung jawab atas penerapan program APU dan PPT. Dalam hal ini, penanggung jawab APU & PTT di Bank ialah Unit Kerja APU-PPT yang berada dibawah Kepala Satuan Kerja Kepatuhan/Compliance.

Selain ditangani oleh unit terkait, implementasi APU & PTT sangat membutuhkan atensi khusus dan peran aktif dari Direksi dan Dewan Komisaris karena dapat mempengaruhi tingkat pencapaian tujuan organisasi dalam penerapan Program APU dan PPT. Peranan Direksi dan Dewan Komisaris, terutama untuk memotivasi karyawan dan unit kerja dalam mendorong terbentuknya budaya kepatuhan di seluruh jajaran organisasi.

Bank memiliki beragam program yang sejalan dengan aturan tersebut. Program tersebut didasari oleh prinsip tata kelola perusahaan yang baik sehingga mampu menciptakan pengawasan yang efektif dan efisien. Salah satu yang telah dijalankan oleh Bank Muamalat Indonesia ialah *Customer Due Diligence* (CDD) yang sebelumnya dikenal dengan Prinsip Mengenal Nasabah (*Know Your Customer*).

CDD merupakan identifikasi, verifikasi dan pemantauan yang dilakukan Bank untuk memastikan bahwa transaksi tersebut sesuai dengan profil calon nasabah, *walk in customer*, atau pun nasabah. Dengan begitu, diharapkan mampu mencegah dijadikannya Bank Muamalat Indonesia sebagai sarana transaksi uang kejahatan dan pendukung kegiatan pemberantas serta pencegahan terjadinya tindakan pencucian uang dan pendanaan terorisme.

Adapun kegiatan terkait penerapan program APU & PTT yang dilakukan sepanjang 2020 antara lain sebagai berikut:

a. Aktivitas penyusunan dan penyampaian laporan (LTKM, LTKT, LTKL, SIPESAT) serta melakukan kegiatan pengkinian dan pemantauan data nasabah.
b. Melakukan Pemeliharaan Daftar Terduga Teroris dan Organisasi Teroris (DTTOT) serta Daftar Pendanaan Proliferasi Senjata Pemusnah Massal.
c. Pemantauan implementasi penggolongan risiko nasabah menggunakan metode *Risk Based Approach*

ANTI MONEY LAUNDERING AND TERRORISM FINANCING PREVENTION (AML & CFT)

As a form of Bank Muamalat Indonesia's compliance with laws and regulations and various other regulations related to the Anti-Money Laundering and Terrorism Funding Prevention Principles (AML & CFT), Banks are required to establish a Special Work Unit or appoint a Bank Officer who is responsible for implementing the AML and CFT programs. In this case, the person in charge for APU & PTT at the Bank is the AML-CFT Work Unit which is under the Head of the Compliance Work Unit.

Apart from being handled by related units, the implementation of APU & PTT really requires special attention and an active role from the Board of Directors and the Board of Commissioners because it can affect the level of achievement of organizational goals in implementing AML and CFT Programs. Board of Directors and the Board of Commissioners play a role, especially to motivate employees and work units in encouraging a culture of compliance at all levels of the organization.

The bank has a variety of programs that are in line with these regulations. The program is based on the principles of good corporate governance so as to create effective and efficient supervision. One that has been implemented by Bank Muamalat Indonesia is Customer Due Diligence (CDD), which was previously known as the Know Your Customer Principle.

CDD is identification, verification and monitoring carried out by the Bank to ensure that the transaction is in accordance with the profile of a prospective customer, walk-in customer, or bank customer. By doing so, it is expected that it will be able to prevent the establishment of Bank Muamalat Indonesia as a means of criminal money transactions and to support eradication and prevention of money laundering and terrorism financing.

The activities related to the implementation of the APU & PTT program carried out throughout 2020 include the following:

a. Report preparation and submission activities (Suspicious Transaction Report (STR), cash financial transaction reports (CTR), Cross-border Financial Transaction Report (LTKL), and SIPESAT) as well as updating and monitoring customer data.
b. Maintain the List of Suspected Terrorists and Terrorist Organizations (DTTOT) and the List of Funding for the Proliferation of Weapons of Mass Destruction.
c. Monitoring the implementation of customer risk classification using the Risk Based Approach

(RBA), indikasi Transaksi Keuangan Mencurigakan (alert TKM), dan orang/badan usaha yang ditetapkan sebagai Tersangka atau terdakwa kasus korupsi/ pencucian uang.

d. Pemenuhan permintaan data/informasi/dokumen dari pihak eksternal terutama Aparat Penegak Hukum (Apgakum) atau Lembaga Pengawas dan Pengatur (LPP).
e. Sharing informasi atau *reminder* terkait dengan penerapan Program APU & PPT kepada seluruh unit kerja terkait.
f. Memberikan *reminder* kehati-hatian pada saat Pandemi COVID-19.
g. Pelatihan/sosialisasi/coaching terkait penerapan Program APU & PPT kepada karyawan terkait.
h. Melakukan *review* dan/atau memberikan opini APU & PPT terkait dengan produk, operasional maupun aktivitas Bank.
i. Menyampaikan proses kegiatan pengikinian data nasabah dengan skala prioritas antara lain untuk nasabah dengan kategori *high risk*, aktif bermutasi dan bersaldo cukup besar.
j. Pengisian KYC/AML *Questionnaire* yang merupakan bagian dari kegiatan koresponden *banking* guna memastikan penerapan AML/KYC dilaksanakan sesuai dengan ketentuan.
k. Permintaan dan penyampaian informasi ke Unit Kerja terkait.
l. Penyampaian Informasi kepada Komisi Pemberantasan Korupsi Republik Indonesia (KPK-RI) dan Laporan kepada Pusat Pelaporan dan Analisis Transaksi Keuangan (PPATK).
m. Mengikuti pelatihan/*workshop* terkait APU & PPT dari PPATK, OJK, FKDKP dan *Bank Correspondent*.
n. Melakukan *monitoring* CIF dalam rangka memastikan Bank memelihara profil Nasabah secara terpadu (*Single* CIF) untuk mengurangi data-data CIF yang *duplicate*.
o. Menyelenggarakan program sertifikasi APU & PPT yang dilaksanakan secara internal bekerjasama dengan *Learning & Talent Management* dalam rangka meningkatkan pemahaman seluruh karyawan terhadap penerapan Anti Pencucian Uang dan Pencegahan Pendanaan Terorisme (APU & PPT).
p. Penyusunan *Bank Risk Assessment* tahun 2019.
q. Penyusunan Pembaharuan *National Risk Assessment on Money Laundering and Terrorism Financing/ Proliferation Financing* (NRA on ML/TF/PF) tahun 2020
r. Pengisian Survei FIR tahun 2020.
s. Melakukan monitoring rekening PASLON menjelang PILKADA serentak tahun 2020.
t. Persiapan Project GoAML untuk *live* di tahun 2021.

(RBA) method, indication of Suspicious Financial Transactions (TKM alert), and persons/business entities designated as suspects or defendants in corruption/money laundering cases.

d. Fulfillment of requests for data/information/ documents from external parties, especially from Law Enforcement Officials (Apgakum) or the Supervisory and Regulatory Agency (LPP).
e. Sharing information or reminders related to the implementation of the AML & CFT Program to all related work units.
f. Provide Caution Reminder during the COVID19 Pandemic.
g. Training/outreach/coaching related to the implementation of the AML & CFT Program for related employees.
h. Review and/or provide AML & CFT opinions related to products, operations and activities of the Bank.
i. Delivering the process of updating customer data with a priority scale, including for customers with the high risk category, active in transaction and with a large enough balance.
j. Filling in KYC/AML Questionnaire which is part of correspondent banking activities to ensure that AML/ KYC implementation is carried out in accordance with regulations.
k. Request and submit information to related Work Units.
l. Submission of information to the Corruption Eradication Commission of the Republic of Indonesia (KPK-RI) and reports to the Financial Transaction Reports and Analysis Center (PPATK).
m. Attending training / workshops related to AML & CFT from PPATK, FSA, FKDKP and Bank Correspondent.
n. Monitor CIF in order to ensure the Bank maintains an integrated Customer profile (Single CIF) to reduce duplicate of CIF data.
o. Organizing the AML & CFT certification program which is carried out internally in collaboration with Learning & Talent Management in order to increase the understanding of all employees on the implementation of Anti Money Laundering and the Prevention of Terrorism Funding (AML & CFT).
p. Preparation of a Bank Risk Assessment in 2019.
q. Preparation of the Renewal of the 2020 National Risk Assessment on Money Laundering and Terrorism Financing/ Proliferation Financing (NRA on ML/TF/ PF)
r. Fill out the 2020 FIR Survey.
s. Monitoring Election Candidates' accounts ahead of the 2020 Regional Elections.
t. GoAML Project preparations for live in 2021.

Setiap tahun dilakukan kegiatan pengkinian data nasabah dengan skala prioritas antara lain untuk nasabah dengan kategori *high risk*, aktif bermutasi dan bersaldo cukup besar. Selain itu, secara rutin Unit Kerja Kepatuhan melaporkan hasil monitoring terkait APU & PPT secara triwulanan kepada Direksi dan Dewan Komisaris sebagai salah satu bentuk pengawasan aktif Direksi dan Dewan Komisaris.

Dalam rangka penerapan Program Anti Pencucian Uang dan Pencegahan Pendanaan Terorisme (APU& PPT) sesuai dengan ketentuan yang berlaku, Unit Kerja Khusus APU & PPT telah menyampaikan laporan atau menindaklanjuti permintaan dari Aparat Penegak Hukum atau pihak eksternal lainnya yang antara lain:

a. *Cash Transaction Report* (CTR), *Suspicious Transaction Report* (STR), Laporan Transaksi Keuangan Transfer Dana dari dan Keluar Negeri (LTKL), serta Sistem Pengguna Jasa Terpadu/SIPESAT kepada PPATK;
b. Penyampaian data/informasi atau laporan kepada PPATK;
c. Penyampaian data/informasi atau pemblokiran rekening kepada KPK; dan
d. Penyampaian data/informasi atau pemblokiran rekening kepada Bareskrim POLRI/Densus/BNN dan pihak eksternal lainnya.

Every year, customer data updating is carried out on a priority scale, including for customers in the high risk category, active in transactions and with a sufficiently large balance. In addition, the Compliance Work Unit regularly reports the results of monitoring related to AML & CFT on a quarterly basis to the Board of Directors and the Board of Commissioners as a form of active supervision by the Board of Directors and the Board of Commissioners.

In the framework of implementing the Anti Money Laundering and Combating Funding of Terrorism Program (AML & CFT) in accordance with applicable regulations, the AML & CFT Special Task Force has submitted reports or followed up on requests from Law Enforcement Officials or other external parties, which include:

a. Cash Transaction Report (CTR), Suspicious Transaction Report (STR), Cross Border Financial Transaction Report of Fund Transfer from and Out of the Country (LTKL), as well as Integrated Service User System/SIPESAT to PPATK;
b. Submission of data/information or reports to PPATK;
c. Submitting data/information or blocking accounts to the KPK;
d. Submission of data/information or account blocking to Bareskrim POLRI/ Densus/BNN and other external parties.

PERKARA PENTING

Bank Muamalat Indonesia menghadapi permasalahan hukum baik di bidang Perdata maupun Pidana. Periode Januari sampai dengan Desember 2020, tercatat 165 perkara Perdata yang terdaftar di berbagai Pengadilan dan 20 perkara Pidana yang diperiksa di tahap penyelidikan maupun pengadilan.

Permasalahan hukum Bank Muamalat Indonesia Tahun 2020 dapat digambarkan dalam tabel berikut:

IMPORTANT CASES

Bank Muamalat Indonesia is facing legal problems both in the Civil and Criminal fields. From January to December 2020, 165 civil cases were registered in various Courts and 20 criminal cases were examined at the stages of investigation and the court.

Bank Muamalat Indonesia legal problems in 2020 can be described in the following table:

Jenis Sanksi Type of Sanction	**Jumlah** Total	
	Perdata Civil	**Pidana** Criminal
Telah selesai (telah mempunyai kekuatan hukum yang tetap) Has finished (has permanent legal force)	69	6
Dalam proses penyelesaian In the process of being completed	96	14
Total	**165**	**20**

Perkembangan Perkara Penting Bank Muamalat Indonesia tahun 2020, antara lain:

Progress of Important Cases for Bank Muamalat Indonesia in 2020, including:

No	Pokok Perkara/Gugatan Subject Matter/Lawsuit	Status Penyelesaian Perkara/Gugatan Case / Lawsuit Settlement Status
1	Gugatan Perbuatan Melawan Hukum dari Nasabah berkaitan dengan pembatalan akad Murabahah yang menurut Nasabah akad pembiayaan adalah pinjam-meminjam. Customer's Lawsuit against the Law relating to the cancellation of the Murabahah contract, which according to the Customer the financing contract is borrowing and lending.	Pemeriksaan Perkara di tingkat Pengadilan Negeri dalam proses. District Court level hearing: in process.
2	Gugatan Perbuatan Melawan Hukum dari manajemen nasabah saat ini berkaitan dengan pertanggungjawaban manajemen nasabah periode sebelumnya, dimana manajemen saat ini menuding manajemen sebelumnya telah melakukan penipuan atas pembiayaan anggota perseroan yang diperoleh dari Bank Muamalat. Pada persidangan, Bank Muamalat dapat membuktikan bahwa Bank tidak melakukan perbuatan melawan hukum. Current lawsuits against customer management related to the previous period of customer management accountability, where the current management accused the previous management of fraud on the financing of company members obtained from Bank Muamalat. At the Court, Bank Muamalat was able to prove that the Bank had not acted against the law.	• Pemeriksaan tingkat Pengadilan Negeri : BMI menang. • Pemeriksaan tingkat Pengadilan Tinggi : menguatkan Putusan Pengadilan Negeri. • Pemeriksaan tingkat Kasasi : dalam proses. • District Court level hearing: BMI wins. • High Court level examination: affirming the District Court Decision. • Cassation level inspection: in progress.
3	Gugatan Perbuatan Melawan Hukum dari Pemilik Jaminan terkait Perlawanan Eksekusi Hak Tanggungan akibat tertunggaknya pembayaran angsuran Nasabah. Lawsuit against the Law from the Collateral Owner regarding the Resistance to execution of Mortgage Rights due to overdue installment payments of the Customer.	• Pemeriksaan tingkat Pengadilan Negeri : BMI menang. • Pemeriksaan tingkat Pengadilan Tinggi : menguatkan Putusan Pengadilan Negeri. • Pemeriksaan tingkat Kasasi : dalam proses. • District Court level hearing: BMI wins. • High Court level examination: affirming the District Court Decision. • Cassation level inspection: in progress.

SANKSI ADMINISTRATIF

Selama tahun 2020, Bank Muamalat Indonesia, anggota Dewan Komisaris, dan Direksi tidak pernah mendapatkan sanksi administratif dari Otoritas Perbankan.

ADMINISTRATIVE SANCTION

During 2020, Bank Muamalat Indonesia, members of the Board of Commissioners, and the Board of Directors have never received administrative sanctions from the Banking Authority.

AKSES INFORMASI DAN DATA PERUSAHAAN

Penyediaan akses informasi bagi para pemangku kepentingan merupakan upaya Bank dalam menerapkan prinsip transparansi. Pengelolaan dan keterbukaan informasi tentang perusahaan sangat penting dalam membangun citra perusahaan di mata publik, khususnya para pemangku kepentingan. Berdasarkan hal tersebut, Bank Muamalat Indonesia berupaya untuk memberikan informasi yang aktual dan bermanfaat dengan memperhatikan ketentuan terkait data perusahaan yang tidak dapat dipublikasikan/rahasia.

Perwujudan prinsip transparansi informasi secara internal dan eksternal tersebut diharapkan dapat membantu, menjaga dan meningkatkan pengetahuan, pemahaman, dan persepsi positif dari para pemangku kepentingan terhadap kebijakan dan kegiatan Bank.

ACCESS TO COMPANY DATA AND INFORMATION

Providing access to information for stakeholders is the Bank's effort in applying the principle of transparency. Management and disclosure of information about the company is very important in building the company's image in the eyes of the public, especially stakeholders. Based on this, Bank Muamalat Indonesia strives to provide actual and useful information by taking into account the provisions related to company data that cannot be published/confidential.

The realization of the principle of transparency of information internally and externally is expected to help, maintain and increase the knowledge, understanding and positive perceptions of stakeholders regarding the Bank's policies and activities. To provide the latest information

Untuk menyediakan informasi terkini bagi seluruh pemangku kepentingan, Bank Muamalat Indonesia menyediakan sarana portal informasi melalui situs Bank di www.bankmuamalat.co.id.

Adapun penyediaan informasi bagi Pemegang Saham dan pemangku kepentingan lebih lanjut dapat diakses melalui:

a. Media Elektronik

Seiring dengan kian berkembangnya teknologi dan arah penyajian informasi yang cepat serta singkat namun jelas, penggunaan teknologi informasi dan komunikasi (*Information and Communication Technology*/ICT) yang andal sangat dibutuhkan untuk mendukung penyampaian informasi kepada publik baik internal maupun eksternal.

Teknologi Informasi (TI) menjadi penting dalam beberapa tahun terakhir sebab akses database elektronik menjadi salah satu alternatif yang penting dalam pemenuhan kebutuhan masyarakat akan informasi sehingga penggunaan TI berbasis digital menjadi tuntutan mutlak dalam pengembangan media komunikasi Bank Muamalat Indonesia saat ini dan di masa mendatang.

Beberapa saluran media elektronik yang disediakan oleh Bank untuk dapat diakses ialah:
Telp: (021) 80666000
Fax: (021) 80666001
Email: corporate.affairs@bankmuamalat.co.id
Facebook: Bank Muamalat
Twitter: @BankMuamalat
Instagram: @bankmuamalat
Youtube: Bank Muamalat

b. Siaran Pers

Bank juga melakukan penyebarluasan informasi setiap aksi korporasi dan kegiatan penting lainnya melalui siaran pers yang secara aktif dipublikasikan melalui berita dan informasi terkini yang tersedia di situs Bank.

c. Salamuamalat

Salamuamalat merupakan layanan phone banking 24 jam melalui nomor 1500016 dan untuk nasabah yang berada di luar negeri dapat mengaksesnya melalui +6221 8066 8000. Salamuamalat memberikan kemudahan kepada nasabah setiap saat dan di mana pun nasabah berada. Dengan menghubungi Salauamalat, nasabah dapat melakukan pengecekan informasi saldo, cek mutasi, pemindahbukuan, transfer antarrekening Bank Muamalat hingga Rp50 juta.

for all stakeholders, Bank Muamalat Indonesia provides an information portal facility through the Bank's website at www.bankmuamalat.co.id.

The provision of further information for shareholders and stakeholders can be accessed through:

a. Electronic Media

In line with the development of technology and the direction of presenting fast, concise and clear information, the use of reliable information and communication technology (ICT) is needed to support the delivery of information to the public, both internally and externally.

Information Technology (IT) has become important in recent years because electronic database access has become one of the important alternatives in meeting people's needs for information so that the use of digital-based IT has become an absolute requirement in the development of communication media for Bank Muamalat Indonesia today and in the future.

Some of the electronic media channels provided by the Bank for access are:
Telp: (021) 80666000
Fax: (021) 80666001
Email: corporate.affairs@bankmuamalat.co.id
Facebook: Bank Muamalat
Twitter: @BankMuamalat
Instagram: @bankmuamalat
Youtube: Bank Muamalat

b. Press Release

The Bank also disseminates information on every corporate action and other important activities through press releases which are actively published through the latest news and information available on the Bank's website.

c. Salamuamalat

Salamuamalat is a 24-hour phone banking service through the number 1500016 and customers who are abroad can access it via +6221 8066 8000. Salamuamalat provides convenience to customers at any time and wherever the customer is located. By contacting Salamuamalat, customers can check balance information, check list of transactions, make transfers between Bank Muamalat accounts of up to IDR 50 million.

Selain itu, nasabah juga bisa membayar Zakat Infaw Shodaqoh, mendapatkan informasi produk pendanaan, informasi produk pembiayaan, layanan pengaduan dan kehilangan kartu, layanan *virtual account* dan layanan untuk berbicara dengan Salamuamalat *officer*.

In addition, customers can also pay Zakat Infaq Shodaqoh, get funding product information, financing product information, complaints and card loss services, virtual account services and services to talk to Salamuamalat officers.

d. Sekretaris Perusahaan

Selain sarana-sarana yang telah dijabarkan, untuk dapat mengakses informasi mengenai Bank juga dapat menghubungi Sekretaris Perusahaan dengan alamat Jl. Prof. Dr. Satrio, Kav. 18 Kuningan Timur, Setiabudi Jakarta Selatan 12940 di nomor telepon 021-80666000 ext 117023 dan *e-mail* corporate.affairs@bankmuamalat.co.id

Bank Muamalat Indonesia juga senantiasa membagikan informasi mengenai aktivitas bisnis yang dilakukan kepada publik melalui keterbukaan informasi. Berikut adalah keterbukaan informasi yang dirilis Bank sepanjang tahun 2020.

d. Corporate Secretary

In addition to the tools that have been described, to be able to access information about the Bank, one can also contact the Corporate Secretary at the address Jl. Prof. Dr. Satrio, Kav. 18 Kuningan Timur, Setiabudi, South Jakarta 12940 at telephone number 021-80666000 ext 117023 and email corporate.affairs@bankmuamalat.co.id

Bank Muamalat Indonesia also always shares information about business activities carried out to the public through information disclosure. The following is the information disclosure released by the Bank throughout 2020.

No	Keterangan Description	Tanggal Date	Media
1	Pengumuman RUPS Tahunan 26 Maret 2020 Announcement of the Annual GMS March 26, 2020	23 Juli 2020 July 23, 2020	Surat Kabar Harian Kontan dan situs Bank Kontan Daily Newspaper and the Bank's website
2	Pemanggilan RUPS Tahunan 26 Maret 2020 Invitation to the Annual General Meeting of Shareholders March 26, 2020	4 Maret 2020 March 4, 2020	Surat Kabar Harian Kontan dan situs Bank Kontan Daily Newspaper and the Bank's website
3	Pemberitahuan Penundaan RUPS Tahunan 26 Maret 2020 Notification of Postponement of the Annual General Meeting of Shareholders March 26, 2020	23 Maret 2020 March 23, 2020	Surat Kabar Harian Kontan dan situs Bank Kontan Daily Newspaper and the Bank's website
4	Pengumuman RUPS Tahunan 31 Agustus 2020 Announcement of the Annual GMS 31 August 2020	23 Juli 2020 July 23, 2020	Surat Kabar Harian Ekonomi Neraca dan situs Bank Neraca Daily Newspaper and the Bank's website
5	Pengumuman RUPS Luar Biasa 31 Agustus 2020 Announcement of the Extraordinary GMS 31 August 2020	23 Juli 2020 July 23, 2020	Surat Kabar Harian Ekonomi Neraca dan situs Bank Neraca Daily Newspaper and the Bank's website
6	Pemanggilan RUPS Tahunan 31 Agustus 2020 Invitation to the Annual GMS 31 August 2020	7 Agustus 2020 August 7, 2020	Surat Kabar Harian Ekonomi Neraca dan situs Bank Neraca Daily Newspaper and the Bank's website
7	Pengumuman Penundaan RUPS Luar Biasa 31 Agustus 2020 Announcement of Postponement of Extraordinary GMS 31 August 2020	7 Agustus 2020 August 7, 2020	Surat Kabar Harian Ekonomi Neraca dan situs Bank Neraca Daily Newspaper and the Bank's website
8	Informasi Tambahan Penyelenggaraan RUPS Tahunan 31 Agustus 2020 Additional Information on the Implementation of the Annual GMS on 31 August 2020	26 Agustus 2020 August 26, 2020	Surat Kabar Harian Ekonomi Neraca dan situs Bank Neraca Daily Newspaper and the Bank's website
9	Ringkasan Risalah RUPS Tahunan 31 Agustus 2020 Summary of Minutes of the Annual General Meeting of Shareholders August 31, 2020	2 September 2020 September 2, 2020	Surat Kabar Harian Ekonomi Neraca dan situs Bank Neraca Daily Newspaper and the Bank's website

KODE ETIK PERUSAHAAN

Pokok-pokok Kode Etik

Bank memiliki Kode Etik (*Code of Conduct*) sebagai wujud dari komitmen untuk menjalankan fungsi kepatuhan sekaligus menjadi nilai dasar bagi seluruh insan Bank Muamalat Indonesia. Hal itu menjadi landasan dalam bersikap dan beretika di setiap kegiatan usahanya yang mengacu pada Kode Etik Bankir Indonesia, *Core Values* Bank Muamalat Indonesia dan *Ittifaq* serta berdasarkan pada *best practice* penerapan *Good Corporate Governance*.

Kode Etik Bank mengatur standar perilaku, sistem nilai, etika bisnis, etika kerja, komitmen dan penegakan terhadap peraturan-peraturan yang berlaku bagi anggota Direksi, anggota Dewan Komisaris dan karyawan.

Pokok-pokok Kode Etik Bank

Pokok-pokok Kode Etik yang diatur di lingkungan Bank mencakup:

1. Kepatuhan terhadap ajaran Islam dan peraturan perundang-undangan yang berlaku.
2. Memastikan kehalalan sumber, proses dan hasil dari pekerjaan, yaitu mencakup pengaturan benturan kepentingan, hubungan dengan stakeholder, kegiatan politik karyawan.
3. Menunjukkan perilaku disiplin dalam bekerja dan menjalankan ibadah.
4. Menjunjung tinggi etika moral dan sopan santun.
5. Menjaga amanah yang diberikan, termasuk pengaturan perilaku untuk menjaga nama baik Bank, menjaga fasilitas Bank, melayani nasabah dengan baik, dan mencegah tindakan pelanggaran.
6. Menjaga kerahasiaan Informasi nasabah dan Bank.

Sosialisasi Kode Etik dan Upaya Penegakan

Bank Muamalat Indonesia terus melakukan sosialisasi secara berkala dari tahun ke tahun melalui serangkaian pelatihan, penayangan materi kode etik melalui media Muamalat Human Power yang dapat diakses oleh seluruh Karyawan, serta sosialisasi yang dilakukan melalui webinar dan email blast. Sebagai bentuk implementasi *Good Corporate Governance*, seluruh karyawan Bank wajib memberikan pernyataan kesanggupan menjalankan Kode Etik secara online melalui aplikasi Muamalat Human Power.

COMPANY CODE OF CONDUCTS

Code of Conducts Highlights

The Bank has a Code of Conduct as a form of commitment to carry out the compliance function as well as a basic value for all Bank Muamalat Indonesia personnel. This becomes the basis for conducts and ethics in every business activity that refers to the Indonesian Bankers Code of Ethics, Bank Muamalat Indonesia Core Values and Ittifaq and is based on the best practices of implementing Good Corporate Governance.

The Bank's Code of Ethics regulates the standards of conducts, value systems, business ethics, work ethics, commitment and enforcement of applicable regulations for members of the Board of Directors, members of the Board of Commissioners and employees.

Principles of the Bank's Code of Ethics

The main points of the Code of Ethics that are regulated within the Bank include:

1. Compliance with Islamic teachings and applicable laws and regulations.
2. Ensuring the halal of sources, processes and results of work, including regulation of conflicts of interest, relationships with stakeholders, political activities of employees.
3. Demonstrate disciplined behavior in working and practicing worship.
4. Upholding moral ethics and courtesy.
5. Maintain the given mandate, including regulating behavior to maintain the good reputation of the Bank, to care for Bank facilities, to serve customers well, and to prevent violations.
6. Maintain the confidentiality of customer and bank information.

Dissemination of Code of Ethics and Enforcement Efforts

Bank Muamalat Indonesia continues to conduct regular outreach from year to year through a series of trainings, display of code of ethics material through the Muamalat Human Power media which can be accessed by all employees,and socialization through webinars and email blasts. As a form of implementation of Good Corporate Governance, all Bank employees are required to provide an online statement of ability to carry out the Code of Ethics through the Muamalat Human Power application.

Internalisasi Kode Etik dan Upaya Penegakan

Bank Muamalat Indonesia secara berkesinambungan telah melakukan internalisasi dari tahun ke tahun, baik melalui serangkaian kegiatan pelatihan maupun penyampaiaan thematic materi kode etik melalui media aplikasi MHP yang dapat diakses oleh seluruh Karyawan, termasuk proses sosialisasi yang dilakukan melalui HCNews.

Bank Muamalat juga mewajibkan seluruh Karyawan untuk memberikan pernyataan secara on-line mengenai kesanggupan menjalankan Kode Etik sebagai salah satu bentuk implementasi Good Corporate Governance, yang content-nya mencakup hal-hal berikut :

Pernyataan Kode Etik

Bank telah memiliki surat pernyataan kode etik yang menyatakan bahwa karyawan Bank Muamalat telah membaca, mempelajari dan memahami keseluruhan isi Kode Etik Bank Muamalat dan bersedia untuk selalu menaati dan melaksanakannya dengan sebaik-baiknya serta kesediaan untuk dikenakan sanksi apabila dikemudian hari karyawan melakukan pelanggaran atas Kode Etik Bank Muamalat.

Sanksi Pelanggaran

Perusahaan dapat memberikan sanksi sebagai konsekuensi atas pelanggaran yang dilakukan Karyawan terhadap Kode Etik sepanjang tidak bertentangan dengan peraturan perundang-undangan yang berlaku.

Pemberian sanksi dilakukan sebagai suatu tindakan korektif, pembinaan dan memberikan arahan kepada Karyawan agar dapat memperbaiki diri, merubah sikap dan tingkah laku serta berbuat sesuatu secara benar sesuai aturan yang berlaku atau meningkatkan motivasi dan kinerja.

Internalization of the Code of Ethics and Enforcement Efforts

Bank Muamalat Indonesia has continuously carried out internalization from year to year, both through a series of training activities and the delivery of thematic code of ethics material through the MHP application media that can be accessed by all employees, including the socialization process carried out through HCNews.

Bank Muamalat also requires all employees to provide an online statement regarding their ability to carry out the Code of Ethics as a form of implementation of Good Corporate Governance, whose content includes the following:

Code of Conduct Statement

The Bank has a code of conduct statement which states that Bank Muamalat employees have read, studied and understood the entire contents of the Bank Muamalat Code of Conduct and are willing to always obey and implement it and are willing to be penalized if the employee at later time violates the Code of Conduct of Bank Muamalat.

Sanctions for Violations

The company can impose sanctions as a consequence of violations committed by employees of the Code of Ethics as long as it does not conflict with applicable laws and regulations.

The imposition of sanctions is carried out as a corrective action, coaching and providing direction to employees in order to improve themselves, change attitudes and behavior and do something right according to applicable rules or increase motivation and performance.

Jumlah Pelanggaran dan Sanksi yang Diberikan

Number of Violations and Sanctions Imposed

No	Jenis Sanksi Type of Sanction	Jumlah Sanksi Total of Sanction	Status Karyawan (Saat Ini) Employee Status (Present)	
			Aktif Active	Non-Aktif Non-Active
1	Surat Teguran Reminder Letter	6	4	2
2	SP 1	4	4	0
3	SP 2	2	2	0
4	SP 3	4	3	1
5	Pemutusan Hubungan Kerja (PHK) Work Termination	2	0	2
	Total	**18**	**13**	**5**

KEBIJAKAN ANTI KORUPSI/*FRAUD* DAN SOSIALISASINYA

Aturan mengenai anti korupsi/*anti-fraud* telah diatur oleh Bank yang tertuang di dalam Kode Etik & Perilaku Kepegawaian. Selain itu, dalam rangka mendukung penerapan kebijakan anti korupsi, Bank memiliki layanan pengaduan nasabah serta program pelaporan pelanggaran sebagaimana dijabarkan di sub bab "*Whistleblowing System*".

Fungsi *Anti-Fraud*

Fungsi *Anti-Fraud* Bank Muamalat Indonesia menerapkan strategi pengendalian *fraud* dengan mengacu kepada POJK No. 39/POJK.03/2019 tanggal 19 Desember 2019 yang memiliki 4 (empat) pilar sebagaimana dijabarkan dalam tabel berikut ini:

ANTI-CORRUPTION/FRAUD POLICY AND ITS SOCIALIZATION

The rules regarding anti-corruption / anti-fraud have been regulated by the Bank as stated in the Code of Ethics & Employment Behavior. In addition, in order to support the implementation of anti-corruption policies, the Bank has a customer complaint service as well as a violation reporting program as described in the sub-chapter "Whistleblowing System".

Anti Fraud Function

The Anti-Fraud Function of Bank Muamalat Indonesia implements a fraud control strategy with reference to POJK No.39/POJK.03/2019 dated 19 December 2019 which has 4 (four) pillars as outlined in the following table:

Pilar1: Pencegahan **Pillar 1: Prevention**		
Melakukan langkah-langkah dalam rangka mengurangi potensi risiko terjadinya *fraud*, antara lain *anti-fraud awereness*, identifikasi kerawanan, dan *know your employee*. Taking steps in order to reduce the potential risk of fraud, including anti-fraud awareness, identification of vulnerabilities, and know your employee.	***Anti-fraud Awereness*** Upaya untuk menumbuhkan *anti-fraud awereness* dilakukan dengan cara: 1. **Penyampaian Deklarasi *Anti-Fraud*** Deklarasi *Anti-Fraud* wajib untuk diketahui, dipahami dan ditandatangani/disetujui oleh seluruh karyawan Bank Muamalat Indonesia sebanyak dua kali setahun melalui "Muamalat Human Power (MHP)" atau sistem/aplikasi SDM yang diperbaharui setiap tahunnya. 2. **Program *Employee Awareness*** Secara konsisten melaksanakan program kampanye/sosialisasi *anti-fraud* serta *e-mail blast* melalui *employee relations* ke seluruh karyawan di kantor kas, kantor capem dan kantor cabang. Selain itu juga dikirim melalui *news letter* yang di-*e-mail* kepada seluruh pejabat internal Bank Muamalat Indonesia untuk diteruskan kepada sub ordinat masing-masing. Program kampanye tersebut juga dilaksanakan bekerja sama dengan HC Learning pada saat pelaksanaan program *training reguler* di unit kerja/bisnis seperti *Induction Training*, Program Mulia, dan MODP Future Leader. 3. **Program *Customer Awareness*** a. Menyampaikan informasi *anti-fraud* di media elektronik Bank: ATM, *mobile banking, internet banking*, dan juga melalui media sosial (Twitter, Facebook). b. Imbauan tertulis di *area banking hall*. 4. **Pelaksanaan *Training*** Mengikutsertakan karyawan dalam eksternal training/*workshop*. 5. **Sosialisasi *Anti-Fraud*** Dilakukannya *Training of Trainer* (ToT) *anti-fraud* yang diikuti oleh Region Head, Region Operation Manager, Branch Manager, dan Branch Operation Manager di seluruh area dan cabang se-Indonesia yang kemudian disebut *Anti-Fraud Ambassador* (Ambassador). *Ambassador* diberi sertifikat dan memiliki kewajiban untuk menyampaikan kampanye di area dan cabang masing-masing.	**Anti-fraud Awereness** Efforts to foster anti-fraud awareness are carried out by: 1. **Submission of the Anti-Fraud Declaration** The Anti-Fraud Declaration must be known, understood and signed/approved by all Bank Muamalat Indonesia employees twice a year through the "Muamalat Human Power (MHP)" or HR system/application which is updated annually. 2. **Employee Awareness Program** Consistently implementing anti-fraud campaign/socialization programs as well as email blasts through employee relations to all employees at cash offices, sub-branch offices and branch offices. In addition, it was also sent via a news letter which was emailed to all internal officials of Bank Muamalat Indonesia to be forwarded to their respective subordinates. The campaign program was also carried out in collaboration with HC Learning during regular training programs in work/business units such as Induction Training, Noble Program, and MODP Future Leader. 3. **Customer Awareness Program** a. Deliver anti-fraud information on the Bank's electronic media: ATMs, mobile banking, internet banking, and also through social media (Twitter, Facebook). b. Written appeal in the banking hall area. 4. **Implementation of Training** Engaging employees in external training / workshops. 5. **Anti-Fraud Socialization** Anti-fraud Training of Trainers (ToT) was carried out which was attended by Region Heads, Region Operation Managers, Branch Managers, and Branch Operation Managers in all areas and branches throughout Indonesia which were later called Anti Fraud Ambassadors. Ambassadors are certified and have the obligation to deliver campaigns in their respective areas and branches.

	Identifikasi Kerawanan Mengacu pada pengalaman kasus-kasus *fraud* yang telah terjadi, aktivitas yang memiliki tingkat kerawanan *fraud* yang tinggi antara lain bidang operasional, bidang pembiayaan, dan bidang teknologi informasi. Hasil identifikasi kerawanan telah tertuang dalam rekomendasi perbaikan masing-masing kasus dan telah disampaikan kepada pihak terkait untuk ditindaklanjuti.	**Identification of Vulnerability** Referring to the experiences of fraud cases that have occurred, activities that have a high level of fraud vulnerability include operational sector, financing sector, and information technology sector. The results of the identification of vulnerabilities have been stated in the recommendations for improvement in each case and have been submitted to related parties for follow-up.
	Know Your Employee Dalam hal proses seleksi atau rekrutmen calon karyawan, divisi terkait atau kantor cabang dilakukan sesuai dengan prosedur yang berlaku, termasuk yang terkait dengan *screening*.	**Know Your Employee** In the event that the selection or recruitment process of prospective employees in related divisions or branch offices, it is carried out in accordance with applicable procedures, including those related to screening.
Pilar 2: Deteksi **Pillar 2: Detection**		
Melakukan langkah-langkah dalam mengidentifikasi dan menemukan *fraud* dalam kegiatan usaha bank, antara lain kebijakan dan mekanisme *whistleblowing*, *surprise* audit dan *surveillance system*. Taking steps to identify and find fraud in bank business activities, including policies and mechanisms for whistleblowing, surprise audits and surveillance systems.	**Kebijakan dan Mekanisme *Whitsleblowing*** Kebijakan *whitsleblowing* telah tercantum dalam ketentuan internal, yakni terkait perlindungan kepada *whistleblower*, pengaduan *fraud* dan sistem pelaporan dan mekanisme tindak lanjut laporan dengan mengacu pada ketentuan dan perundang-undangan yang berlaku di mana Bank menjamin kerahasiaan identitas pelapor dan laporan yang disampaikannya dengan format bebas.	**Whistleblowing Policy and Mechanism** The whistleblowing policy has been stated in the internal regulations, which are related to the protection of whistleblowers, fraud complaints, reporting systems and report follow-up mechanisms with reference to the prevailing laws and regulations where the Bank guarantees the confidentiality of the reporter's identity and the report he submits in a free format.
	***Surprise* Audit** Pemeriksaan mendadak untuk meningkatkan kewaspadaan karyawan dalam melaksanakan tugas dan tanggung jawabnya dalam rangka pencegahan *fraud* di Bank Muamalat Indonesia.	**Surprise Audit** Unannounced checks to increase employee vigilance in carrying out their duties and responsibilities in order to prevent fraud at Bank Muamalat Indonesia.
	Surveillance System Pemeriksaan secara diam-diam untuk meningkatkan kewaspadaan karyawan dalam melaksanakan tugas dan tanggung jawab dalam rangka pencegahan *fraud* di Bank Muamalat Indonesia.	**Surveillance System** Secret inspection to increase employee vigilance in carrying out their duties and responsibilities in order to prevent fraud at Bank Muamalat Indonesia.
Pilar 3: Investigasi, Pelaporan, dan Sanksi **Pillar 3: Investigation, Reporting and Sanctions**		
Melakukan langkah-langkah dalam rangka menggali informasi (investigasi), sistem pelaporan dan pengenaan sanksi atas *fraud* dalam kegiatan usaha Bank. Taking steps in order to gather information (investigation), a reporting system and impose sanctions for fraud in the Bank's business activities.	**Investigasi** Investigasi dilakukan dengan tujuan: • Mengumpulkan bukti-bukti yang terkait dengan kejadian yang patut diduga merupakan tindakan *fraud* sehingga (jika diperlukan) dapat digunakan untuk melakukan tuntutan hukum ke pengadilan. • Mengetahui bagaimana *fraud* dapat terjadi. • Mengetahui dampak atas *fraud*, pihak yang terlibat dan kelemahan dari sistem/proses yang menyebabkan terjadinya *fraud* sehingga dapat ditemukan langkah perbaikan yang efektif. • Pemberian sanksi kepada pelaku *fraud*.	**Investigation** Investigations are carried out with the goals of: • Collecting evidence related to events that can reasonably be suspected of being an act of fraud so that (if needed) can be used to bring legal proceedings to court. • Know how fraud can occur. • Knowing the impact of fraud, the parties involved and the weaknesses of the systems/processes that lead to fraud so that effective corrective steps can be found. • Imposing sanctions for fraud perpetrators.
	Pelaporan Sistem pelaporan mencakup pelaporan secara internal kepada pihak Manajemen Bank maupun kepada Otoritas Jasa Keuangan dan Bank Indonesia.	**Reporting** The reporting system includes internal reporting to the Bank Management as well as to the Financial Services Authority and Bank Indonesia.
	Sanksi Direksi merupakan pihak yang berwenang memutuskan pengenaan sanksi yang dikategorikan sebagai tindakan *fraud* berdasarkan hasil rekomendasi Komite Disiplin. Pengenaan jenis dan kadar berat ringannya sanksi kepada pelaku mengacu kepada ketentuan yang berlaku.	**Sanction** The Board of Directors is the party authorized to decide the imposition of sanctions for fraud based on the recommendations of the Disciplinary Committee. The imposition of the type and severity of sanctions on the perpetrator refers to the applicable provisions.

Pilar 4: Pemantauan, Evaluasi, dan Tindak Lanjut **Pillar 4: Monitoring, Evaluation, and Follow Up**		
Melakukan langkah-langkah dalam rangka memantau dan mengevaluasi *fraud*, serta mekanisme tindak lanjut. Taking steps to monitor and evaluate fraud, as well as follow-up mechanisms.	**Pemantauan** Melakukan pemantauan terhadap tindakan perbaikan dalam upaya menghindari berulangnya kasus *fraud* yang sama dan memastikan bahwa rekomendasi perbaikan telah dilaksanakan secara memadai oleh unit kerja terkait.	**Monitoring** Monitor corrective actions in an effort to avoid recurring cases of the same fraud and ensure that recommendations for improvements have been implemented adequately by the relevant work unit.
	Evaluasi Mengevaluasi akar penyebab dari setiap kejadian *fraud* untuk menentukan langkah perbaikan (*corrective action*) yang perlu dilakukan, mencakup evaluasi terhadap kecukupan kontrol (sistem pengendalian) dan pelaksanaan pedoman dan prosedur kerja, proses pengelolaan risiko dan proses tata kelola di unit kerja terkait tempat terjadinya *fraud*.	**Evaluation** Evaluating the root causes of each fraud incident to determine corrective action that needs to be taken, including evaluation of the adequacy of controls (control systems) and implementation of work guidelines and procedures, risk management processes and governance processes in work units related to where the fraud occurred.
	Tindak Lanjut Memperbaiki penyebab terjadinya fraud dengan memperkuat sistem pengendalian internal, proses pengelolaan risiko dan proses tata kelola yang lebih baik.	**Follow-up** Improve the causes of fraud by strengthening internal control systems, risk management processes and better governance processes.

Selain perannya untuk menerapkan strategi pengendalian fraud, Fungsi Anti Fraud Bank juga memiliki tugas dan tanggung jawab yang mencakup:

1. Wajib merahasiakan seluruh informasi yang berkaitan dengan identitas pelapor selamanya.
2. Wajib merahasiakan seluruh informasi selama proses investigasi berlangsung.
3. Wajib menyampaikan laporan hasil audit khusus/ investigasi kepada Direktur Utama, Komisaris melalui Komite Audit dan ditembuskan ke Direktur Kepatuhan untuk mendapatkan arahan yang selanjutnya dilaporkan kepada pihak terkait untuk dapat ditindaklanjuti.
4. Wajib menyerahkan seluruh dokumen dan data termasuk keterangan dari pihak-pihak terkait kepada Komite Disiplin.
5. Menyusun dan melakukan kajian ulang secara berkala atas Pedoman dan Prosedur *Anti-Fraud*.
6. Memberikan sosialisasi, *training*, ataupun kampanye dan pembinaan kepada seluruh jenjang organisasi dalam rangka antisipasi dan pencegahan terjadinya *fraud*.
7. Mengawasi dan mengevaluasi pelaksanaan/ implementasi dari Pedoman dan Prosedur Pelaksanaan *Anti-Fraud*.
8. Mengkaji efektivitas Bank dalam mencegah, mendeteksi, menginvestigasi dan memperbaiki dampak *fraud* yang terjadi.
9. Menyelenggarakan rapat rutin terkait tindak lanjut penanganan *fraud* dan membuat laporan periodik kepada Direktur Supervisi.
10. Melakukan koordinasi dengan instansi dan aparatur negara terkait untuk menindaklanjuti kasus *fraud*, baik yang dilakukan oleh pihak internal maupun eksternal.
11. Melakukan koordinasi dengan unit kerja yang terkait dalam pelaporan kepada Bank Indonesia dan/

In addition to its role in implementing fraud control strategies, the Bank's Anti-Fraud Function also has duties and responsibilities that include:

1. It is mandatory to keep confidential all information related to the identity of the reporter for good.
2. It is mandatory to keep confidential all information during the investigation process.
3. It is mandatory to submit a special audit / investigation report to the President Director, Commissioner through the Audit Committee and copy it to the Compliance Director to obtain directions which can then be reported to related parties for further action.
4. It is mandatory to submit all documents and data including information from related parties to the Disciplinary Committee.
5. Compile and periodically review the Anti-Fraud Guidelines and Procedures.
6. Providing outreach/socialization, training, or campaigns and coaching to all levels of the organization in order to anticipate and prevent fraud.
7. Supervise and evaluate the implementation/ application of the Anti-Fraud Guidelines and Implementation Procedures.
8. Assessing the effectiveness of the Bank in preventing, detecting, investigating and correcting the impact of fraud that occurred.
9. Holding regular meetings related to follow-up on fraud handling and making periodic reports to the Director of Supervision.
10. To coordinate with related agencies and state apparatus to follow up on fraud cases, whether committed by internal or external parties.
11. Coordinating with related work units in reporting to Bank Indonesia and/or the Financial Services

atau Otoritas Jasa Keuangan guna menyampaikan Laporan Penerapan Strategi *Anti-Fraud* setiap semester yang dilakukan pada bulan Januari dan Juli setiap tahunnya.

12. Melapor kepada Otoritas Jasa Keuangan atas kejadian fraud yang diperkirakan berdampak negatif secara signifikan terhadap Bank, paling lambat 3 (tiga) hari kerja setelah Bank mengetahui hal tersebut.
13. Mengadministrasikan seluruh dokumen dengan sebaik-baiknya. Seluruh dokumen bersifat sangat rahasia dan tidak dapat dipinjamkan kepada pihak mana pun kecuali atas izin Head of Internal Audit secara tertulis dengan diketahui oleh Direktur Utama.
14. Fungsi *Anti-Fraud* bekerja sama dengan unit kerja lain yang terkait dalam menjalankan tugasnya.

Authority to submit a Report every semester on the Implementation of Anti-Fraud Strategy which is conducted in January and July each year.

12. Report to the Financial Services Authority any fraud incidents that are estimated to have a significant negative impact on the Bank, no later than 3 (three) working days after the Bank becomes aware of this.
13. To administer all documents properly. All documents are strictly confidential and cannot be borrowed to any party except with the written permission of the Head of Internal Audit with the acknowledgment of the President Director.
14. The Anti-Fraud function cooperates with other related work units in carrying out its duties.

Pelaksanaan Fungsi Anti Fraud Tahun 2020

Implementation of Anti Fraud Function in 2020

Realisasi Kegiatan Tahun 2020

Realization of Activities in 2020

Internal *Fraud* dalam 1 Tahun	Jumlah Kasus yang Dilakukan oleh: Number of Cases By:						Internal Fraud in One Year
	Pengurus Management		Pegawai Tetap Permanent Employee		Pegawai Tidak Tetap Non-Permanent Employee		
	2019	2020	2019	2020	2019	2020	
Total *Fraud*	0		26	8	0		Total Fraud
Telah Diselesaikan	0		24	7	0		Resolved
Dalam Proses Penyelesaian Internal Bank	0		1	1	0		Still In Bank Internal Settlement Process
Belum Diupayakan Penyelesaiannya	0		0	0	0		Has not been resolved yet
Telah Ditindaklanjuti Melalui Proses Hukum	0		1	0	0		Has been followed up through the legal process

Kegiatan Sosialisasi Tahun 2020

1. Training/Kampanye *Ant-Fraud*
   a. Pelatihan INTRA (*Induction Training*) yang dilaksanakan oleh Human Capital untuk karyawan baru yang di dalamnya terdapat sesi khusus untuk *Anti-Fraud* yang dilaksanakan pada:

2020 Socialization Activities

1. Anti Fraud Training/Campaign
   a. INTRA (Induction Training) conducted by Human Capital for new employees in which there is a special session for Anti-Fraud which is held on:

No	Tanggal Date	Jumlah Peserta Number of Participants	Lokasi Location
1	22 Januari 2020 January 22, 2020	41	Virtual
2	3 September 2020 September 3, 2020	84	Virtual
3	3 November 2020 November 3, 2020	18	Virtual
4	3 Desember 2020 December 3, 2020	23	Virtual

b. Kampanye *Anti-Fraud* di seluruh Cabang di Indonesia dan Malaysia

b. Anti Fraud Campaign in all Branches in Indonesia and Malaysia

Pelaksanaan Implementation	**Jumlah Peserta** Number of Participants	**Lokasi** Location	**Metode Pelaksanaan** Implementation Methods
Januari–Desember 2020 January - December 2020	Semester I: 2.445 Semester II: 2.664	83 Cabang/Branch	Offline with Covid19 Health Procedures and Online

c. Kampanye *Anti-Fraud* kepada karyawan DPLK Syariah Bank Muamalat

c. Anti-Fraud Campaign for Bank Muamalat DPLK Shariah employees

Pelaksanaan Implementation	**Jumlah Peserta** Number of Participants	**Metode Pelaksanaan** Implementation Methods
2 Oktober 2020 October 2, 2020	22	Virtual

2. Sosialisai lewat *e-mail*

2. Socialization by Email

Kegiatan	**Metode Pelaksanaan**	**Activities**	**Implementation Methods**
Anti-Fraud Awareness email blast	Pengiriman *e-mail* setiap minggu kepada seluruh karyawan	Anti Fraud Awareness email blast	Email delivery every week to all employees
Anti-Fraud Newsletter	Pengiriman *e-mail* kepada tim leader setiap bulan untuk disampaikan kepada anggota tim	Anti Fraud Newsletter	Email to the team leader every month to be delivered to team members

3. Sosialisasi/Edukasi kepada Nasabah
   a. Edukasi pada Anjungan Tunai Mandiri
   b. Imbauan tertulis pada *Banking Hall* dan Cabang
   c. Edukasi melalui Media Sosial

3. Socialization / Education to Customers
   a. Education at Automated Teller Machines
   b. Written requests at the Banking Hall and Branch
   c. Education through Social Media

PENGENDALIAN GRATIFIKASI

Kebijakan pengendalian gratifikasi merupakan sebuah kebijakan untuk mewujudkan pengelolaan Bank yang bebas dari segala bentuk korupsi, kolusi dan nepotisme (KKN) bagi seluruh jajaran Bank Muamalat Indonesia. Kegiatan gratifikasi berpotensi terjadi saat menjalin hubungan kerja dengan pihak ketiga.

Berdasarkan hal tersebut, Bank menginisiasi pedoman dan pengendalian gratifikasi di lingkungan Bank. Pedoman dan pengendalian gratifikasi tersebut juga berlaku untuk anak perusahaan Bank sesuai dengan ketentuan yang berlaku. Dengan adanya pedoman tersebut diharapkan agar seluruh Insan Bank Muamalat Indonesia memiliki pemahaman yang setara tentang perlakuan terhadap gratifikasi serta terhindar dari praktik gratifikasi yang termasuk tindak pidana suap.

Bank mendefinisikan gratifikasi/hadiah sebagai semua bentuk penerimaan atau pemberian, baik langsung maupun tidak langsung. Gratifikasi/hadiah dapat berupa uang, barang atau sesuatu penerimaan atau pemberian berupa apa pun (termasuk hiburan dan pelayanan) atau keuntungan lain yang tidak sepatutnya yang diketahui atau patut diduga bahwa penerimaan atau pemberian itu

GRATIFICATION CONTROL

The gratuity control policy is a policy to create a Bank management that is free from all forms of corruption, collusion and nepotism (KKN) for all levels of Bank Muamalat Indonesia. Gratuity activities have the potential to occur when establishing a working relationship with a third party.

Based on this, the Bank initiated guidelines and gratuity control within the Bank. The guidelines and gratification control also apply to the Bank's subsidiaries in accordance with applicable regulations. With these guidelines, it is expected that all Bank Muamalat Indonesia personnel have an equal understanding of the treatment of gratification and avoid the practice of gratification which includes bribery.

The Bank defines gratuities/gifts as all forms of acceptance or gift, either directly or indirectly. Gratuities/gifts can be in the form of money, goods or something received or given in any form (including entertainment and services) or other benefits that are not duly known or reasonably suspected that the receipt or gift is intended to influence the decisions of company officials and/or other parties

dimaksudkan untuk mempengaruhi keputusan pejabat perusahaan dan/atau pihak lain atau hadiah tersebut diberikan sebagai akibat karena telah melakukan sesuatu atau tidak melakukan sesuatu dalam jabatannya yang bertentangan dengan kewajibannya.

Bank melarang seluruh jajaran Bank menerima atau memberi hadiah dari dan/atau kepada pihak lain yang dimaksudkan untuk atau diduga dapat mempengaruhi keputusan pejabat Bank dan/atau pihak lain. Bank diperbolehkan memberikan bantuan (donasi) untuk kepentingan amal atau sosial dalam jumlah yang wajar sepanjang sesuai peraturan perundang-undangan serta ketentuan dan kaidah syariah yang berlaku.

TRANSPARANSI KONDISI KEUANGAN DAN NON-KEUANGAN PERUSAHAAN

Sesuai dengan peraturan perundangan-undangan yang berlaku, Bank Muamalat Indonesia telah memenuhi kewajiban transparansi dan publikasi kondisi keuangan dan non-keuangan melalui penyampaian dan publikasi informasi, baik melalui media cetak maupun situs Bank yang mencakup:

1. Laporan Keuangan Bulanan kepada regulator, juga dipublikasikan melalui situs OJK dan Bank.
2. Laporan Keuangan Triwulan kepada regulator, juga dipublikasikan melalui media cetak dan situs Bank.
3. Laporan Tahunan Bank Muamalat Indonesia yang disusun dan disajikan sesuai ketentuan dan disampaikan kepada regulator, rating agency, lembaga pengembangan perbankan, lembaga/institusi riset dan majalah keuangan dan dipublikasikan melalui situs Bank.
4. Informasi Tata Kelola Perusahaan, di antaranya adalah Laporan Tahunan Tata Kelola Perusahaan, Visi, Misi, Nilai Perusahaan, Komposisi dan Profil Dewan Pengawas Syariah, Dewan Komisaris dan Direksi, serta ketentuan internal terkait tata kelola mulai dari Anggaran Dasar hingga Piagam Komite-komite yang juga dipublikasikan melalui situs Bank.
5. Informasi Produk dan Layanan Bank, termasuk jaringan kantor, dipublikasikan melalui Laporan Tahunan dan situs Bank agar nasabah, investor dan masyarakat luas dapat dengan mudah mengakses informasi atas produk dan layanan Bank.
6. Informasi Prosedur Penyampaian Pengaduan, Kebijakan Keamanan Informasi dan pips bagi Nasabah dalam menggunakan layanan perbankan yang dipublikasikan melalui situs Bank untuk pelaksanaan ketentuan perlindungan konsumen.

or the gift is given as a result of having done something or not doing something in his position that is contrary to his obligations.

The Bank prohibits all Bank employees from accepting or giving gifts from and/or to other parties that are intended to or are suspected of being able to influence the decisions of Bank officials and/or other parties. Banks are allowed to provide assistance (donations) for charitable or social purposes in a reasonable amount as long as it is in accordance with the laws and regulations as well as applicable sharia rules and regulations.

TRANSPARENCY OF COMPANY'S FINANCIAL AND NON-FINANCIAL CONDITIONS

In accordance with the prevailing laws and regulations, Bank Muamalat Indonesia has fulfilled the obligations of transparency and publication of financial and non-financial conditions through the delivery and publication of information, either through print media or the Bank's website which includes:

1. Monthly Financial Reports to regulators, also published on the FSA and the Bank's website.
2. Quarterly Financial Reports to regulators, also published through print media and the Bank's website.
3. The Annual Report of Bank Muamalat Indonesia is prepared and presented in accordance with the provisions and submitted to regulators, rating agencies, banking development institutions, research institutions/agencies and financial magazines as well as being published on the Bank's website.
4. Corporate Governance Information, including the Annual Report on Corporate Governance, Vision, Mission, Corporate Values, Composition and Profile of the Sharia Supervisory Board, Board of Commissioners and Directors, as well as internal provisions related to governance ranging from the Articles of Association to the Charter of Committees which is also published on the Bank's website.
5. Information on Bank Products and Services, including office networks, is published through the Bank's Annual Report and website so that customers, investors and the wider public can easily access information on the Bank's products and services.
6. Information on Complaint Submission Procedures, Information Security Policies and PIPS for Customers in using banking services published on the Bank's website for the implementation of consumer protection regulations.

7. Informasi lainnya yang bertujuan untuk mendukung keterbukaan informasi, edukasi keuangan dan layanan kepada masyarakat

7. Other information that aims at supporting information disclosure, financial education and services to the public

PEMBELIAN KEMBALI SAHAM DAN OBLIGASI

Selama tahun 2020, tidak terdapat *buyback* saham maupun *buyback* obligasi. Selama tahun 2019, tidak terdapat *buyback* saham maupun *buyback* obligasi

BUYBACK OF SHARES AND BONDS

During 2020, there were no share buybacks or bond buybacks. During 2019, there were no share buybacks or bond buybacks

PEMBERIAN DANA UNTUK KEGIATAN SOSIAL DAN POLITIK

Bank Muamalat Indonesia melarang keterlibatan Bank dan seluruh insan Bank Muamalat Indonesia tanpa terkecuali dalam kegiatan politik, termasuk memberikan dana untuk kepentingan politik. Kebijakan ini bertujuan menjaga independensi dan profesionalisme Bank dan pekerja.

Sementara itu, dalam hal kegiatan sosial, Bank meyakini bahwa kegiatan sosial memberi dampak positif kepada khalayak yang lebih luas untuk jangka panjang sehingga Bank pun senatiasa berupaya untuk terus mendukung pelaksanaan kegiatan sosial yang diwujudkan melalui program Tanggung Jawan Sosial Perusahaan. Adapun rinciannya dilaporkan dalam Bab "Tanggung Jawab Sosial Perusahaan"Laporan Tahunan Bank Muamalat 2020.

PROVISION OF FUNDS FOR SOCIAL AND POLITICAL ACTIVITIES

Bank Muamalat Indonesia prohibits the involvement of the Bank and all Bank Muamalat Indonesia personnel without exception in political activities, including providing funds for political purposes. This policy aims at maintaining the independence and professionalism of the Bank and its employees.

Meanwhile, in terms of social activities, the Bank believes that social activities will have a positive impact on a wider audience for the long term so that the Bank always strives to continue to support the implementation of social activities that are realized through the Corporate Social Responsibility program. The details are reported in the Chapter "Corporate Social Responsibility".

BATAS MAKSIMUM PENYALURAN DANA (BMPD)

Selama tahun 2020, Bank Muamalat Indonesia tidak melanggar dan/atau melampaui Batas Maksimum Penyaluran Dana (BMPD) baik kepada pihak terkait maupun pihak tidak terkait dengan Bank.

LEGAL LENDING LIMIT (LLL)

During 2020, Bank Muamalat Indonesia did not violate and/or exceed the Legal Lending Limit for both related parties and parties not related to the Bank.

KEBIJAKAN PERLINDUNGAN NASABAH

Bank Muamalat Indonesia menempatkan nasabah sebagai salah satu pemangku kepentingan yang memiliki peran penting bagi peningkatan kinerja dan keberlanjutan usaha Bank. Oleh karena itu, Bank berkomitmen dan terus berupaya untuk memberikan pelayanan prima dan perlindungan bagi para nasabah yang diwujudkan dengan adanya layanan pengaduan nasabah di situs Bank Muamalat Indonesia. Nasabah dapat langsung menghubungi dan melaporkan bila mendapatkan kendala dalam proses perbankan/transaksi keuangan di Bank Muamalat Indonesia.

CUSTOMER PROTECTION POLICY

Bank Muamalat Indonesia places customers as one of the stakeholders who have an important role in improving the performance and sustainability of the Bank's business. Therefore, the Bank is committed and continues to strive to provide excellent service and protection for customers, which is manifested by the customer complaint service on the Bank Muamalat Indonesia website. Customers can directly contact and report if they have problems in the banking / financial transaction process at Bank Muamalat Indonesia.

Lebih lanjut, Bank Muamalat Indonesia akan terus berupaya melindungi kepentingan seluruh nasabah dan memberikan yang terbaik pada pemenuhan POJK No. 1/ POJK.07/2013 tentang Perlindungan Konsumen Sektor Jasa Keuangan, POJK No. 18/POJK.07/2018 tentang Layanan Pengaduan Konsumen di Sektor Jasa Keuangan, serta SEOJK No. 17/SEOJK.07/2018 tentang Pedoman Pelaksanaan Layanan Pengaduan Konsumen di Sektor Jasa Keuangan.

Informasi lebih rinci terkait dengan mekanisme prosedur dan pelaksanaan penyelesaian pengaduan nasabah dijelaskan di Bab "Tanggung Jawab Sosial Perusahaan". Laporan Tahunan Bank Muamalat 2020.

PERLINDUNGAN HAK KREDITUR

Bank Muamalat Indonesia melakukan keterbukaan informasi secara jujur dan transparan serta persamaan perlakuan (*equal treatment*) kepada seluruh kreditur tanpa adanya diskriminasi guna melindungi hak-hak kreditur. Dengan melakukan keterbukaan informasi, seluruh kreditur maupun mitra usaha memperoleh informasi yang relevan sesuai kebutuhannya sehingga masing-masing pihak dapat membuat keputusan yang objektif atas dasar pertimbangan yang adil, wajar dan akurat. Hal tersebut juga sejalan dengan implementasi GCG.

Dengan adanya kebijakan tersebut, diharapkan hak-hak kreditur dapat terpenuhi sekaligus menjaga kepercayaan kreditur terhadap Bank. Bank menjamin hak-hak kreditur dilaksanakan dengan baik, yang dituangkan dalam perjanjian yang disepakati oleh kedua belah pihak. Sebagai bagian dari pelaksanaan dari hak-hak kreditur, Bank menjalankan kewajibannya sebagaimana yang diperjanjikan dengan tepat waktu dan berupaya untuk menghindari keterlambatan maupun kelalaian yang berpotensi menimbulkan kerugian kedua belah pihak.

SISTEM PELAPORAN PELANGGARAN

Whistleblowing System (WBS) merupakan acuan mekanisme bagi pelaporan pelanggaran sehingga ketika terjadi, Bank telah memiliki langkah-langkah penanganan. WBS juga berfungsi sebagai sarana dalam pencegahan, pengungkapan pelanggaran atau tindak kecurangan sehingga dapat meningkatkan kualitas penerapan GCG dalam perusahaan.

Kebijakan pelaksanaan WBS Bank Muamalat Indonesia diatur dalam Kebijakan *Good Corporate Governance* dan Prosedur *Anti-Fraud* Bank Muamalat Indonesia,

Furthermore, Bank Muamalat Indonesia will continue to strive to protect the interests of all customers and give the best in meeting POJK No. 1/POJK.07/2013 concerning Consumer Protection in the Financial Services Sector, POJK No. 18/ POJK.07/2018 concerning Consumer Complaint Services in the Financial Services Sector, as well as SEOJK No. 17/ SEOJK.07/ 2018 concerning Guidelines for Implementation of Consumer Complaint Services in the Financial Services Sector.

More detailed information related to the procedural mechanism and implementation of customer complaint resolution is described in the Chapter "Corporate Social Responsibility".

CREDITOR RIGHTS PROTECTION

Bank Muamalat Indonesia carries out an honest and transparent disclosure of information and equal treatment to all creditors without any discrimination in order to protect the rights of creditors. By carrying out information disclosure, all creditors and business partners obtain relevant information according to their needs so that each party can make objective decisions based on fair, fair and accurate considerations. This is also in line with the implementation of GCG.

With this policy, it is expected that creditors 'rights can be fulfilled while at the same time maintaining creditors' trust in the Bank. The bank guarantees that the creditor's rights are implemented properly, as outlined in the agreement agreed by both parties. As part of the implementation of creditor rights, the Bank carries out its obligations as agreed in a timely manner and strives to avoid delays or negligence that could potentially cause losses to both parties.

WHISTLEBLOWING SYSTEM

The Whistleblowing System (WBS) is a reference mechanism for reporting violations so that when it occurs, the Bank has handling procedures in place. The WBS also functions as a means of preventing, disclosing violations or acts of fraud so as to improve the quality of GCG implementation in the company.

Bank Muamalat Indonesia's WBS implementation policy is regulated in the Good Corporate Governance Policy and Bank Muamalat Indonesia Anti-Fraud Procedure,

yang memberikan kesempatan kepada setiap karyawan, mantan karyawan atau pekerja lainnya, anggota dari suatu institusi atau organisasi, serta pihak lainnya untuk dapat menyampaikan/melaporkan suatu tindakan yang dianggap pelanggaran terhadap pelaksanaan GCG Bank secara pribadi, baik melalui surat, telepon, *e-mail* serta media lainnya. Sistem ini menjamin kerahasiaan identitas pelapor dan laporannya.

Sosialisasi

Bank melakukan sosialisasi untuk meningkatkan pemahaman yang baik terhadap WBS kepada Dewan Komisaris dan organ pendukungnya, Direksi dan karyawan Bank secara berkelanjutan. WBS juga dikenalkan kepada karyawan sejak dini serta menjadi informasi yang senantiasa disampaikan kepada stakeholders.

Sarana Pengaduan

Para pelapor dapat mengirimkan aduannya kepada Bank Muamalat Indonesia melalui sarana dengan alamat sebagai berikut:

PT Bank Muamalat Indonesia Tbk
Gedung Muamalat Tower Lantai 9
Jl. Prof. Dr. Satrio Kav. 18 Jakarta 12950
UP. Internal Audit
E-mail: antifraud@bankmuamalat.co.id

Kriteria Pelaporan

Bank Muamalat Indonesia mengatur kriteria pelaporan agar dapat diproses. Pelapor wajib menyampaikan indikasi pelanggaran secara jelas yang dapat dipertanggungjawabkan, paling tidak meliputi ategori pelanggaran yang diadukan, pihak yang terlibat, waktu terjadinya pelanggaran, dan tempat terjadinya pelanggaran.

Kemudian informasi mengenai terjadi kejadiannya, bukti bukti pelanggaran (bila ada), identitas pelapor (nama, alamat, no telepon, unit kerja) serta kesediaan dan kemampuan pelapor untuk dapat memberikan informasi tambahan apabila diminta sebagai kelengkapan informasi awal indikasi pelanggaran.

Mekanisme Pelaporan

Bank Muamalat Indonesia telah menyusun mekanisme penyampaian pelaporan WBS yang dapat dijadikan acuan bagi pelapor dengan tahapan sebagai berikut:

1. Pelapor membuat laporan dengan format bebas kemudian dikirim ke fungsi *Anti-Fraud* melalui berbagai media yang sudah disediakan oleh Bank.
2. Setelah laporan diterima, Fungsi *Anti-Fraud* mengadministrasikan laporan *whistleblower* terkait.

which provides opportunities for every employee, former employee or other worker, member of an institution or organization, and other parties to be able to submit/report an action which is considered a violation of the Bank's GCG implementation personally, either by letter, telephone, email or other media. This system ensures the confidentiality of the reporter's identity and reports.

Socialization

The Bank conducts outreach to increase a good understanding of the WBS to the Board of Commissioners and its supporting organs, the Board of Directors and Bank employees on an ongoing basis. WBS is also introduced to employees from an early stage and becomes information that is always conveyed to stakeholders.

Means of Complaints

The reporters can send their complaints to Bank Muamalat Indonesia through the following facilities:

PT. Bank Muamalat Indonesia, Tbk.
Muamalat Tower Building, 9th Floor
Jl. Prof. Dr. Satrio Kav. 18 Jakarta 12950
UP. Internal audit
Email: antifraud@bankmuamalat.co.id

Reporting Criteria

Bank Muamalat Indonesia regulates reporting criteria in order for a report to be processed. The reporter is obliged to convey a clear indication of the violation that can be accounted for, at least covering the category of the violation being complained of, the parties involved, the time of the violation, and the place where the violation occurred.

Then reporter must also include information regarding the incident occurred, evidence of evidence of violation (if any), identity of the reporter (name, address, cellphone number, work unit) and the willingness and ability of the reporter to be able to provide additional information when requested to complete the initial information on the indication of the violation.

Reporting Mechanism

Bank Muamalat Indonesia has developed a WBS reporting submission mechanism which can be used as a reference for reporters with the following stages:

1. The reporter shall make a report in free format and then send it to the Anti-Fraud function through various media provided by the Bank.
2. After the report is received, the Anti-Fraud Function will administer the related whistleblower report.

3. Fungsi *Anti-Fraud* menganalisa laporan kasus terindikasi fraud yang diterima dari pelapor.
4. Jika hasil analisa fungsi *Anti-Fraud* mengarah pada dugaan kuat adanya *fraud*, maka akan dilakukan investigasi lebih lanjut untuk membuktikan kebenaran laporan pelapor tersebut.
5. Setelahnya akan dilakukan tindak lanjut sesuai prosedur investigasi dan pelaporan fungsi *Anti-Fraud* sesuai dengan Pedoman dan Prosedur *Anti-Fraud*.

Perlindungan Bagi Pelapor

Meskipun Bank mewajibkan pelaporan untuk memberikan identitas dirinya, akan tetapi Bank Muamalat Indonesia berkomitmen untuk melindungi dan memfasilitasi pemberian perlindungan hukum kepada pelapor. Bank berkomitmen untuk menjaga kerahasiaan identitas pelaporan dan laporan yang disampaikan sesuai dengan ketentuan yang berlaku.

Bank juga akan menanggung segala biaya yang timbul akibat dari fasilitasi perlindungan hukum terhadap pelapor sampai dengan kasus selesai. Pelaporan berpotensi mendapatkan *reward* atau *punishment* sesuai dengan kebijakan Direksi.

Penanganan Pengaduan

Setiap pelaporan yang masuk akan diproses oleh Fungsi *Anti-Fraud* mulai dari proses penerimaan, menganalisis, menginvestigasi, menyusun dan melakukan kajian ulang dari seluruh laporan yang masuk untuk dibuktikan kebenaran dan keabsahannya, untuk kemudian disampaikan kepada Direktur Utama dengan tembusan kepada Komite Audit dan Direktur Kepatuhan untuk mendapatkan arahan dalam menindaklanjutinya.

Dalam pelaksanaan tugasnya, Fungsi *Anti-Fraud* bekerja sama dengan unit kerja lain yang terkait dalam pelaporan kepada Bank Indonesia dan OJK serta dapat berkoordinasi dengan instansi dan aparatur negara dalam menindaklanjuti tindakan ataupun kasus yang ditanganinya baik dari pelaku internal maupun eksternal.

Pengelola Pengaduan

Pihak yang mengelola pengaduan dan menjadi penanggung jawab WBS di Bank ialah Fungsi *Anti-Fraud*. Sebagai pengelola WBS, Fungsi *Anti-Fraud* wajib merahasiakan seluruh informasi yang berkaitan dengan identitas pelapor tanpa batas waktu dan hanya melaporkan kepada Direktur Utama.

Jumlah Pengaduan dan Tindak Lanjut

Selama Tahun 2020, Jumlah pengaduan *whistleblowing system* sebanyak 2 (dua) laporan yang diterima. Adapun rincian perkembangannya dijelaskan dalam tabel di bawah ini.

3. The Anti-Fraud function analyzes reports of cases of indication of fraud received from whistleblowers.
4. If the results of the analysis of the Anti-Fraud function point to a strong suspicion of fraud, then further investigations will be carried out to prove the truth of the reporter's report.
5. After that, a follow-up will be carried out in accordance with the procedures for investigating and reporting the Anti-Fraud function in accordance with the Anti-Fraud Guidelines and Procedures.

Protection for Whistleblowers

Even though the Bank requires reporting to provide their own identity, Bank Muamalat Indonesia is committed to protecting and facilitating the provision of legal protection to whistleblowers. The Bank is committed to maintaining the confidentiality of reporting identities and reports submitted in accordance with applicable regulations.

The bank will also bear all costs arising from the facilitation of legal protection for the whistleblower until the case is resolved. Reporting has the potential to receive rewards or punishments in accordance with the Directors' policy.

Handling Complaints

Each incoming report will be processed by the Anti-Fraud Function starting from the process of receiving, analyzing, investigating, compiling and reviewing all incoming reports to prove their truth and validity, to be submitted to the President Director with a copy to the Audit Committee and the Compliance Director to get direction in following up.

In carrying out its duties, the Anti-Fraud Function collaborates with other work units involved in reporting to Bank Indonesia and FSA and can coordinate with state agencies and officials in following up on actions or cases handled by both internal and external actors.

Complaints Manager

The party that manages complaints and is the person in charge of WBS at the Bank is the Anti-Fraud Function. As a WBS manager, the Anti-Fraud Function is obliged to keep confidential all information related to the identity of the reporter indefinitely and only report to the President Director.

Number of Complaints and Follow-Up

During 2020, the number of complaints from the whistleblowing system was 2 (two). The details of the progress are described in the table below.

Perkembangan Pelaporan Tahun 2020 **Progress Report in 2020**

Perkembangan Laporan	Jumlah Number of Reports	Progress Report
Laporan Tidak Diproses	0	Report Not Processed
Laporan Diproses	0	Report Being Processed
Laporan Dalam Tindak Lanjut	0	Report Being Followed Up
Laporan Selesai Diproses	2	Report Resolved
Total Laporan	2	Total Report

PENDAPATAN NON-HALAL DAN PENGGUNAANNYA

Berikut adalah rincian pendapatan non halal Bank sepanjang 2020 dan penggunaannya.

NON-HALAL REVENUE AND USE

The following is a breakdown of the Bank's non-halal income throughout 2020 and its use.

(Disajikan dalam ribuan Rp) (Expressed in thousands Rp)

Perkembangan Laporan	Total Penggunaan Pendapatan Dana Non Halal Total Use of Non Halal Revenue	Non Halal Revenue Sources
Pendapatan Non Halal & Penggunaannya	360.556.334	Non Halal Revenue & Utilization
Total	**360.556.334**	**Total**

PENERAPAN TATA KELOLA TERINTEGRASI

Bank Muamalat Indonesia menerapkan manajemen risiko dan tata kelola secara terintegrasi sebagai pemenuhan terhadap Peraturan Otoritas Jasa Keuangan No. 17/POJK.03/2014 tentang Penerapan Manajemen Risiko Terintegrasi bagi Konglomerasi Keuangan dan Peraturan Otoritas Jasa Keuangan No. 18/POJK.03/2014 tentang Penerapan Tata Kelola Terintegrasi Bagi Konglomerasi Keuangan, maka sebagai konglomerasi keuangan,

Dalam implementasi manajemen risiko terintegrasi, Konglomerasi Keuangan harus mengelola seluruh risiko yang secara langsung maupun tidak langsung, yang berpotensi mempengaruhi kelangsungan usaha Konglomerasi Keuangan termasuk risiko yang berasal dari anak perusahaan. Oleh karena itu, Konglomerasi Keuangan Bank Muamalat Indonesia berkomitmen untuk menerapkan tata kelola terintegrasi yang lebih prudent sesuai dengan prinsip-prinsip GCG sehingga dapat meningkatkan kinerja Konglomerasi Keuangan dan meningkatkan kepatuhan terhadap peraturan perundang-undangan serta nilai-nilai etika yang berlaku pada industri jasa keuangan.

IMPLEMENTATION OF INTEGRATED GOVERNANCE

Bank Muamalat Indonesia implements risk management and governance in an integrated manner in compliance with Financial Services Authority Regulation Number 17/POJK.03/2014 concerning the Application of Integrated Risk Management for Financial Conglomerates and Financial Services Authority Regulation Number 18/POJK.03/2014 concerning Implementation of Integrated Governance For Financial Conglomerates.

In the implementation of integrated risk management, the Financial Conglomerate must manage all direct and indirect risks, that have the potential to affect the continuity of the Financial Conglomerate's business, including risks originating from its subsidiaries. Therefore, the Bank Muamalat Indonesia Financial Conglomerate is committed to implementing a more prudent integrated governance in accordance with the principles of GCG so as to improve the performance of the Financial Conglomeration and increase compliance with laws and regulations as well as ethical values that apply to the financial services industry.

Struktur Konglomerasi Keuangan Bank Muamalat Indonesia

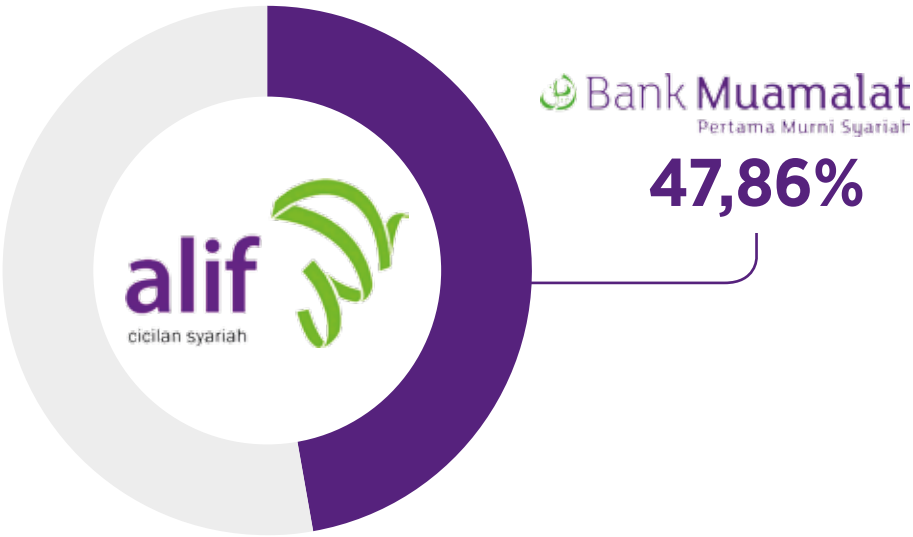
Dalam hal struktur konglomerasi keuangan, Bank Muamalat telah menyampaikan laporan tersebut kepada Otoritas Jasa Keuangan melalui Surat No. 120/BMI/DIR/III/2015 tanggal 27 Maret 2015 perihal Laporan Struktur Konglomerasi Keuangan Bank Muamalat Indonesia.

Adapun struktur Konglomerasi Keuangan Bank Muamalat Indonesia tersebut adalah sebagai berikut:

Structure of the Bank Muamalat Indonesia Financial Conglomeration

In terms of the structure of a financial conglomerate, Bank Muamalat has submitted the report to the Financial Services Authority through Letter No. 120/ BMI/DIR/III/2015 dated 27 March 2015 concerning the Report on the Structure of the Financial Conglomeration of Bank Muamalat Indonesia.

The structure of the Bank Muamalat Indonesia Financial Conglomerate is as follows:



Dari bagan tersebut diketahui bawah Bank Muamalat Indonesia berkedudukan sebagai Entitas Utama karena merupakan salah satu perusahaan induk dari PT Al Ijarah Indonesia Finance. Al-Ijarah Indonesia adalah perusahaan keuangan syariah yang didirikan untuk memenuhi kebutuhan pembiayaan keuangan masyarakat Indonesia.

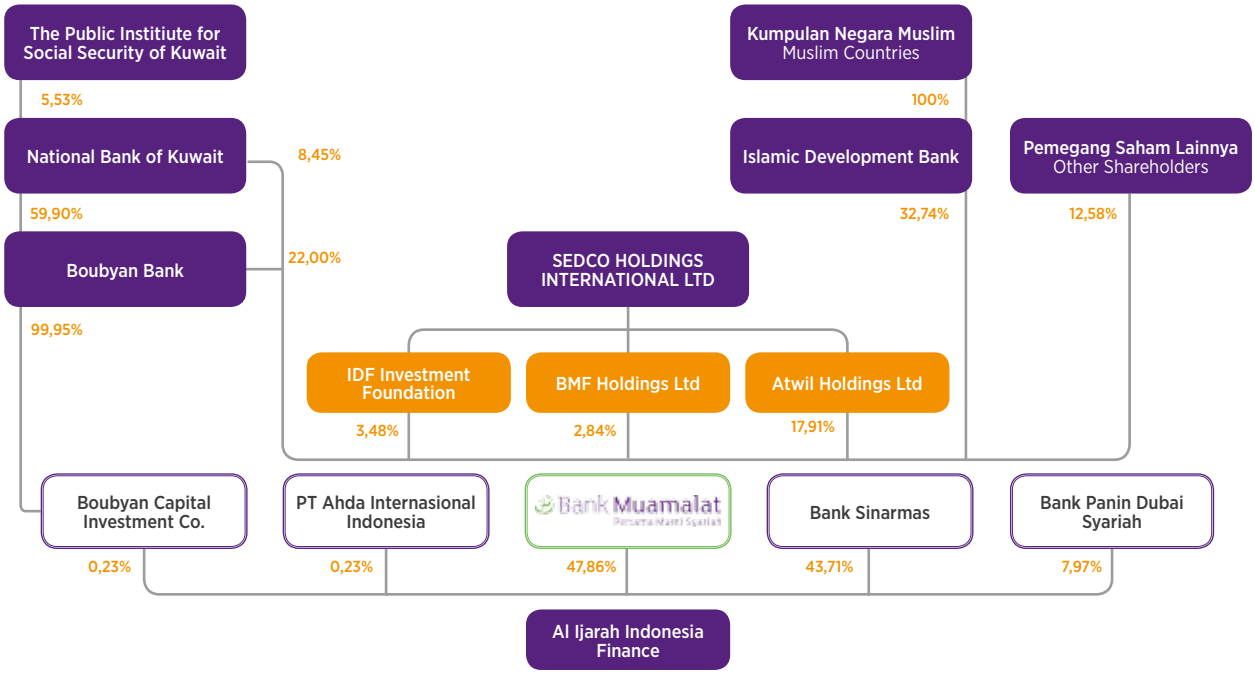
From the chart, it is recognized that Bank Muamalat Indonesia is the Main Entity because it is one of the holding companies of PT Al Ijarah Indonesia Finance. Al-Ijarah Indonesia is a sharia financial company that was established to meet the financial financing needs of the Indonesian people.

Kepemilikan Saham Konglomerasi Keuangan

Berikut adalah struktur kepemilikan saham Konglomerasi Keuangan Bank Muamalat Indonesia.

Financial Conglomerate Share Ownership

The following is the share ownership structure of the Bank Muamalat Indonesia Financial Conglomerate.



Infrastruktur Tata Kelola Terintegrasi

Bank Muamalat Indonesia memiliki infrastruktur tata Kelola terintegrasi yang mencakup:

1. Kelengkapan Kebijakan
   Bank Muamalat Indonesia yang merupakan entitas utama berkoordinasi dengan ALIF untuk menyusun Kebijakan Tata Kelola Terintegrasi dan Kebijakan Manajemen Risiko Terintegrasi, yang terdiri dari:
   a. Kebijakan Tata Kelola Terintegrasi yang memuat materi terkait Struktur Konglomerasi Keuangan Bank Muamalat, Tata Kelola Terintegrasi bagi Entitas Utama, Tata Kelola Terintegrasi bagi Anggota Konglomerasi, Self-Assessment Tata Kelola Terintegrasi dan Pelaporan Tata Kelola Terintegrasi.
   b. Kebijakan Umum Manajemen Risiko Terintegrasi dan Manajemen Permodalan Terintegrasi bagi Konglomerasi Keuangan.
   c. Kebijakan Umum Manajemen Risiko Terintegrasi dan Manajemen Permodalan Terintegrasi bagi Konglomerasi Keuangan yang mengatur tentang Organisasi dan Kewenangan, Kebijakan Manajemen Risiko Terintegrasi, Proses Manajemen Risiko Terintegrasi, Sistem Informasi Manajemen Risiko Terintegrasi, Sistem Pengendalian Internal, Profil Risiko Terintegrasi dan Manajemen Permodalan Terintegrasi.

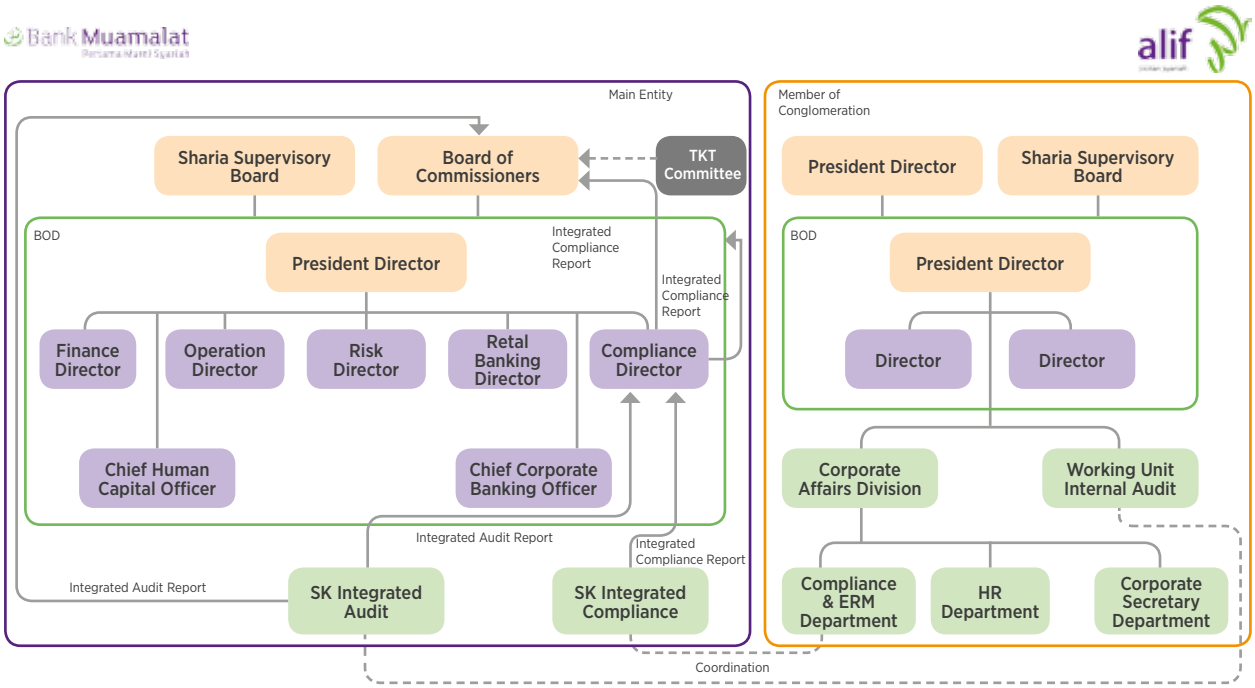
Integrated Governance Infrastructure

Bank Muamalat Indonesia has an integrated governance infrastructure that includes:

1. Completeness of Policy
   Bank Muamalat Indonesia, which is the main entity in coordination with ALIF to prepare an Integrated Governance Policy and Integrated Risk Management Policy, which consists of:
   a. Integrated Governance Policy which contains material related to Bank Muamalat Financial Conglomeration Structure, Integrated Governance for Main Entities, Integrated Governance for Members of Conglomerate, Integrated Governance Self-Assessment and Integrated Governance Reporting.
   b. General Policy on Integrated Risk Management and Integrated Capital Management for Financial Conglomerates.
   c. General Policies for Integrated Risk Management and Integrated Capital Management for Financial Conglomerates that govern Organization and Authority, Integrated Risk Management Policies, Integrated Risk Management Processes, Integrated Risk Management Information Systems, Internal Control Systems, Integrated Risk Profiles and Integrated Capital Management.

2. Struktur Tata Kelola Terintegrasi
   Bank Muamalat Indonesia telah menetapkan struktur tata kelola terintegrasi. Adapun fungsi Satuan Kerja Kepatuhan Terintegrasi dilaksanakan oleh Unit Kerja Compliance Bank Muamalat sedangkan fungsi Satuan Kerja Internal Audit Terintegrasi dilaksanakan oleh Unit Kerja Internal Audit Bank Muamalat. Berikut adalah bagan dari struktur tata kelola terintegrasi.

2. Integrated Governance Structure
   Bank Muamalat Indonesia has established an integrated governance structure. The function of the Integrated Compliance Work Unit is carried out by the Compliance Work Unit of Bank Muamalat while the function of the Integrated Internal Audit Work Unit is carried out by the Internal Audit Unit of Bank Muamalat. Below is a chart of the integrated governance structure.

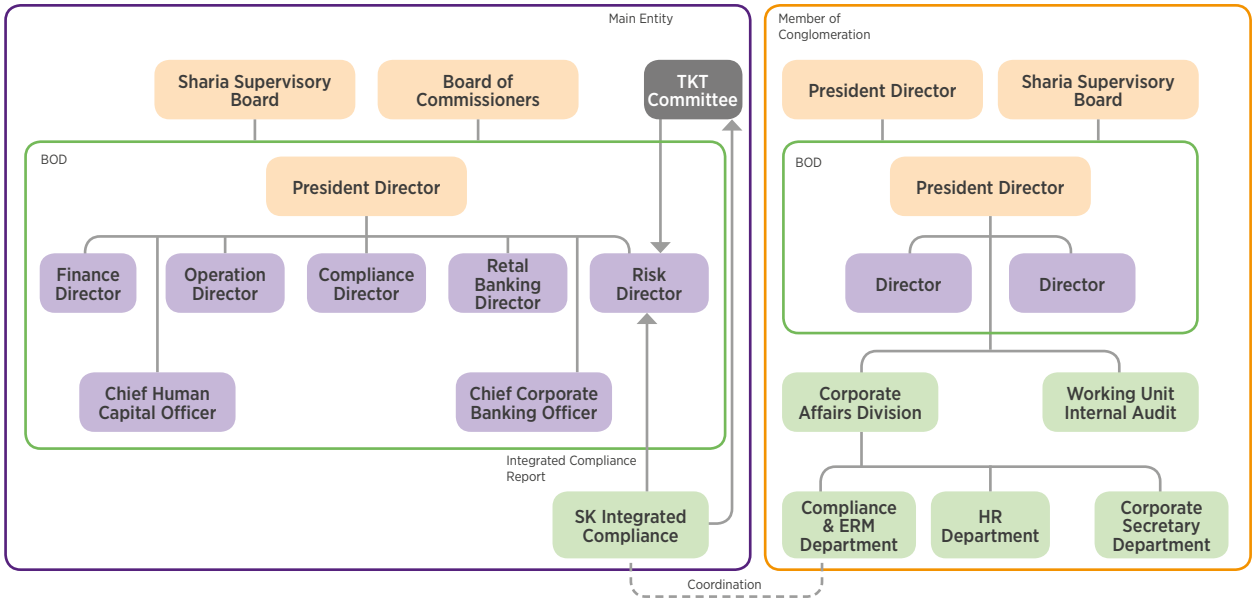


3. Struktur Manajemen Risiko Terintegrasi
   Bank Muamalat Indonesia membentuk Komite Manajemen Risiko Terintegrasi dan Satuan Kerja Manajemen Risiko Terintegrasi guna mendukung implementasi manajemen risiko terintegrasi yang komprehensif dan efektif,

   Satuan Kerja Manajemen Risiko Terintegrasi sebagai fungsi yang menjalankan dibentuk dari beberapa unit kerja yang telah ada yakni unit kerja Enterprise Risk Management, Operational Risk Management dan Accounting and Tax. Satuan Kerja Manajemen Risiko bertanggung jawab langsung kepada Direktur Risiko. Berikut adalah struktur Manajemen Risiko Terintegrasi.

3. Integrated Risk Management Structure
   Bank Muamalat Indonesia established an Integrated Risk Management Committee and Integrated Risk Management Work Unit to support the implementation of comprehensive and effective integrated risk management,

   The Integrated Risk Management Work Unit as a function that carries out is established from several existing work units, namely the Enterprise Risk Management, Operational Risk Management and Accounting and Tax work units. The Risk Management Work Unit reports directly to the Risk Director. The following is the structure of Integrated Risk Management.



4. Hasil *Self-Assesment* Tata Kelola Terintegrasi

   Bank Muamalat juga melakukan penilaian pelaksanaan tata kelola secara terintegrasi disamping penilaian GCG secara individual dengan berpedoman pada Peraturan Otoritas Jasa Keuangan No. 18/POJK.03/2014 tentang Penerapan Tata Kelola Terintegrasi bagi Konglomerasi Keuangan dan Surat Edaran Otoritas Jasa Keuangan No. 15/ SEOJK.03/2015 tentang Penerapan Tata Kelola Terintegrasi bagi Konglomerasi Keuangan.

   Adapun penilaian hasil *self-assesment* Tata Kelola Terintegrasi pada tahun 2020 adalah sebagai berikut:

4. Results of Integrated Governance Self-Assessment

   Bank Muamalat also conducts an integrated assessment of governance implementation in addition to an individual GCG assessment based on the Financial Services Authority Regulation No. 18/POJK.03/2014 concerning Implementation of Integrated Governance for Financial Conglomerates and Financial Services Authority Circular Letter No. 15/ SEOJK.03/2015 concerning Implementation of Integrated Governance for Financial Conglomerates.

   The assessment of the results of the Integrated Governance self-assessment in 2020 is as follows:

ANALISIS	ANALYSIS
Kekuatan pelaksanaan Tata Kelola Terintegrasi Bagi Konglomerasi Keuangan PT Bank Muamalat Indonesia Tbk adalah:	The strengths of the implementation of Integrated Governance for the Financial Conglomeration of PT Bank Muamalat Indonesia Tbk are:
Governance Structure	
Struktur Organisasi Tata Kelola Terintegrasi Entitas Utama (Bank Muamalat) dan telah memadai. Sementara untuk struktur organisasi ALIF sebagai anggota konglomerasi keuangan telah dilakukan penyesuaian dengan kondisi ALIF. Dewan Komisaris, Direksi dan Dewan Pengawas Syariah Bank Muamalat dan Alif telah memenuhi persyaratan integritas, kompetensi dan reputasi keuangan. Dewan Komisaris dan Direksi Entitas Utama memiliki pengetahuan dan pengalaman mengenai kegiatan bisnis dan risiko utama dari Entitas Utama serta memiliki pengetahuan terhadap kegiatan bisnis utama dan risiko utama dari LJK yang menjadi anggota Konglomerasi Keuangan.	The Main Entity (Bank Muamalat) Integrated Governance Organizational Structure has been adequate. Meanwhile, the ALIF organizational structure as a member of the financial conglomerate has been adjusted to its conditions. The Board of Commissioners, Directors and Sharia Supervisory Board of Bank Muamalat and ALIF have met the requirements of integrity, competence and financial reputation. The Board of Commissioners and Directors of the Main Entity have knowledge and experience regarding the main business activities and risks of the Main Entity and have knowledge of the main business activities and main risks of financial services institutions (FSIs) that are members of the Financial Conglomeration.
Seluruh anggota Direksi Entitas Utama dan LJK anggota konglomerasi (ALIF), telah lulus PKK dan Dewan Pengawas Syariah telah mendapatkan persetujuan dari OJK.	All members of the Board of Directors of the Main Entity and FSI members of the conglomerate (ALIF) have passed the PKK and the Sharia Supervisory Board has received approval from the OJK.

Dewan Komisaris Entitas Utama telah memperbarui keanggotaan Komite Tata Kelola Terintegrasi. Namun demikian, pada tahun 2020 terdapat Komisaris Independen ALIF yang juga menjabat sebagai anggota komite tata Kelola terintegrasi meninggal dunia. Sementara anggota Komite Tata Kelola Terintegrasi yang berasal dari Komisaris Independen ALIF masih dalam proses . Direksi Entitas Utama telah memiliki Komite Manajemen Risiko Terintegrasi yang bertugas membantu pelaksanaan tugas dan tanggung jawab Direksi Entitas Utama dalam mengelola risiko Konglomerasi Keuangan.

The Main Entity Board of Commissioners has renewed the Integrated Governance Committee membership. However, in 2020 an Independent Commissioner of ALIF who also served as a member of the Integrated Governance committee passed away. Meanwhile, members of the Integrated Governance Committee who are ALIF Independent Commissioners are still in process. The Main Entity Board of Directors has an Integrated Risk Management Committee which is tasked with assisting the implementation of the duties and responsibilities of the Main Entity Board of Directors in managing the risks of the Financial Conglomeration.

Sebagai Konglomerasi Keuangan telah dibentuk Satuan Kerja Kepatuhan Terintegrasi dan Manajemen Risiko Terintegrasi yang dilaksanakan oleh unit kerja eksisting di Entitas Utama dan independen terhadap satuan kerja operasional (risk-taking unit) pada Entitas Utama maupun LJK dalam Konglomerasi Keuangan. Selain itu, satuan Kerja Audit Internal Terintegrasi yang dilaksanakan oleh Satuan Kerja Internal Audit di Entitas Utama juga telah dibentuk secara independen. Kebijakan Tata Kelola Terintegrasi telah disusun menyesuaikan kondisi dan perkembangan Konglomerasi Keuangan Bank muamalat dan telah disetujui oleh Dewan Komisaris Entitas Utama. Kebijakan Tata Kelola Terintegrasi telah memuat Kerangka Tata Kelola Terintegrasi bagi Entitas Utama dan Kerangka Tata Kelola Terintegrasi bagi LJK dalam konglomerasi keuangan.

As a Financial Conglomerate, an Integrated Compliance Work Unit and Integrated Risk Management has been established and the function is carried out by the existing work unit in the Main Entity and is independent from the operational work unit (risk-taking unit) in the Main Entity and FSI in the Financial Conglomeration. In addition, the Integrated Internal Audit Unit, which is carried out by the Internal Audit Unit in the Main Entity, has also been established independently. The Integrated Governance Policy has been prepared to adjust the conditions and development of the Muamalat Bank Financial Conglomerate and has been approved by the Main Entity's Board of Commissioners. The Integrated Governance Policy contains an Integrated Governance Framework for Main Entities and an Integrated Governance Framework for FSIs in financial conglomerates.

Governance Process

Dewan Komisaris Entitas Utama telah melakukan pengawasan terhadap pelaksanaan tugas dan tanggung jawab Direksi Entitas Utama dan penerapan Tata Kelola Terintegrasi melalui rapat-rapat komite Komisaris dan Komite Tata Kelola Terintegrasi. Pengawasan dan pemberian nasihat/masukan oleh Dewan Komisaris Entitas Utama antara lain dilakukan melalui penyelenggaraan rapat Komisaris Entitas Utama yang membahas antara lain kondisi usaha LJK dalam Konglomerasi Keuangan. Komite Tata Kelola Terintegrasi yang telah dibentuk oleh Dewan Komisaris Entitas Utama, telah menyelenggarakan rapat Komite Tata Kelola Terintegrasi sebanyak 2 (dua) kali di bulan Juni dan November tahun 2020 dan memberikan rekomendasi kepada Dewan Komisaris Entitas Utama terkait proses perbaikan dalam penerapan tata kelola terintegrasi serta penyelesaian permasalahan pada anggota konglomerasi. Direksi Entitas Utama telah menyampaikan Kebijakan Tata Kelola Terintegrasi kepada Direksi LJK dalam konglomerasi keuangan dan mengarahkan, memantau serta mengevaluasi pelaksanaan Kebijakan Tata Kelola Terintegrasi. Direksi Entitas Utama telah menindaklanjuti arahan atau nasihat Dewan Komisaris Entitas Utama dalam rangka perbaikan proses dan penyelesaian permasalahan dalam konglomerasi keuangan.

The Main Entity's Board of Commissioners has supervised the implementation of the duties and responsibilities of the Main Entity's Board of Directors and the implementation of Integrated Governance through the Commissioners and Integrated Governance Committee meetings. Supervision and provision of advice/input by the Board of Commissioners of the Main Entity are carried out, among others, by holding a meeting of the Main Entity's Commissioners which discusses, among others, the business conditions of FSI in the Financial Conglomerate. The Integrated Governance Committee, which has been established by the Board of Commissioners of the Main Entity, has held 2 (two) meetings of the Integrated Governance Committee in June and November 2020 and provided recommendations to the Board of Commissioners of the Main Entity regarding the improvement process in the implementation of integrated governance and solving problems in conglomerate members. The Board of Directors of the Main Entity has submitted the Integrated Governance Policy to the Board of Directors of FSI in the financial conglomerate and has directed, monitored and evaluated the implementation of the Integrated Governance Policy. The Main Entity Board of Directors has followed up on directions or advice from the Main Entity Board of Commissioners in order to improve processes and resolve problems in the financial conglomerate.

Satuan Kerja Kepatuhan Terintegrasi telah melakukan pemantauan dan mengevaluasi fungsi kepatuhan serta tata kelola di LJK dalam konglomerasi Keuangan (ALIF) antara lain berdasarkan laporan kepatuhan, *self-assessment* GCG dan laporan GCG yang disampaikan secara berkala oleh fungsi kepatuhan ALIF. Dalam melakukan pemantauan dan evaluasi tersebut, Satuan Kerja Kepatuhan Terintegrasi berkoordinasi dengan satuan kerja kepatuhan dan manajemen risiko ALIF terkait pemenuhan aspek kepatuhan, perbaikan *governance structure*, *governance process* dan *governance outcome*, proses *self-assessment* GCG serta penerapan APU PPT ALIF.

The Integrated Compliance Work Unit has monitored and evaluated the compliance and governance functions of FSI in the Financial Conglomerate (ALIF), among others, based on compliance reports, GCG self-assessments and GCG reports that are submitted periodically by the ALIF compliance function. In conducting this monitoring and evaluation, the Integrated Compliance Work Unit coordinates with the ALIF compliance and risk management work unit regarding the fulfillment of compliance aspects, improved governance structure, governance processes and governance outcomes, GCG self-assessment process and implementation of ALIF AML-CFT.

Dalam rangka menjalankan proses pemantauan dan evaluasi manajemen risiko di LJK dalam konglomerasi Keuangan, Satuan Kerja Manajemen Risiko Terintegrasi telah berkoordinasi dengan Satuan Kerja Manajemen Risiko ALIF terkait penerapan manajemen risiko dan profil risiko terintegrasi. SKAI Terintegrasi telah melakukan pemantauan pelaksanaan audit intern yang dilakukan oleh ALIF melalui korespondensi, permintaan laporan setiap semester, klarifikasi data/informasi yang memerlukan penjelasan lebih lanjut dan memberikan masukan mengenai hal- hal yang perlu diperbaiki.

In order to carry out the process of monitoring and evaluating risk management at FSI in the Financial conglomerate, the Integrated Risk Management Work Unit has coordinated with the ALIF Risk Management Unit regarding the implementation of risk management and integrated risk profiles. The Integrated SKAI has monitored the implementation of internal audits carried out by ALIF through correspondence, requests for reports every semester, clarification of data/information that require further explanation and provide input on matters that need to be improved.

Proses koordinasi antara Entitas Utama dan LJK yang menjadi anggota konglomerasi telah dilakukan dalam upaya penerapan konglomerasi keuangan antara lain penyusunan Perjanjian Kerjasama dan penyampaian data-data dari anggota konglomerasi kepada Entitas Utama untuk keperluan Pengawasan dan Pelaporan. Peningkatan Sumber Daya Manusia Satuan Kerja Terintegrasi yang meliputi fungsi Kepatuhan, Audit Internal, dan Manajemen Risiko terus dilakukan melalui sertifikasi manajemen risiko dan sertifikasi profesi lain sesuai bidang keahlian. Penyusunan Kebijakan Tata Kelola Terintegrasi dalam pelaksanaannya telah melibatkan Entitas Utama dan anggota konglomerasi untuk mendapatkan masukan dan rekomendasi terkait materi kebijakan.	The coordination process between the Main Entity and FSIs that are members of the conglomerate has been carried out in the efforts to implement financial conglomerate, including the preparation of a Cooperation Agreement and submission of data from conglomerate members to the Main Entity for Supervision and Reporting purposes. Improvement of Human Resources for Integrated Work Units covering the functions of Compliance, Internal Audit, and Risk Management is continuously carried out through risk management certification and other professional certifications according to their areas of expertise. In its implementation, the formulation of Integrated Governance Policies has involved the Main Entity and members of the conglomerate to obtain input and recommendations regarding policy materials.
Dalam rangka penguatan permodalan entitas utama melalui investor/strategic partner baru masih terus dilakukan dan diupayakan dalam proses realisasi. Sementara penguatan modal anggota konglomerasi keungan (ALIF) telah dilaksanakan melalui penyertaan modal yang disahkan dalam RUPS luar biasa ALIF tahun 2020.	In the context of strengthening the capital of the main entity through new investors/strategic partners, efforts are still being made and pursued in the realization process. Meanwhile, the strengthening of capital for members of the financial conglomerate (ALIF) has been carried out through equity participation which was endorsed in the ALIF Extraordinary GMS in 2020.
Governance Outcome	
Kebijakan Tata Kelola Terintegrasi yang mengatur tentang kerangka Tata Kelola Terintegrasi bagi Entitas Utama dan LJK dalam Konglomerasi Keuangan serta hubungan antara Entitas Utama dan LJK dalam Konglomerasi Keuangan sesuai dengan regulasi dalam rangka memperkuat penerapan Tata Kelola Terintegrasi Bank Muamalat. Komite Tata Kelola Terintegrasi juga telah dibentuk untuk membantu pelaksanaan tugas dan tanggung jawab Dewan Komisaris Entitas Utama. Dewan Komisaris Entitas Utama dan Komite Tata kelola Terintegrasi telah menyelenggerakan rapat-rapat seseuai regulasi dan hasil rapat telah dituangkan dalam risalah rapat serta didokumentasikan dengan baik.	The Integrated Governance Policy regulates the Integrated Governance framework for the Main Entity and FSI in the Financial Conglomeration as well as the relationship between the Main Entity and FSI in the Financial Conglomeration in accordance with regulations in order to strengthen the implementation of Integrated Governance of Bank Muamalat. An Integrated Governance Committee has also been established to assist in the implementation of the duties and responsibilities of the Board of Commissioners of the Main Entity. The Board of Commissioners of the Main Entity and the Integrated Governance Committee have organized meetings in accordance with regulations and the results of the meetings have been recorded in the minutes of meetings and are well documented
Hasil rekomendasi dari Komite Tata Kelola Terintegrasi terkait dengan perbaikan proses tata kelola telah disampaikan kepada LJK dalam konglomerasi keuangan. Direksi Entitas Utama telah memastikan bahwa temuan audit dan rekomendasi dari Satuan Kerja Audit Intern Terintegrasi, auditor eksternal, hasil pengawasan OJK dan hasil pengawasan otoritas lainnya antara lain Bank Indonesia, telah ditindaklanjuti oleh LJK dalam Konglomerasi Keuangan.	The results of recommendations from the Integrated Governance Committee related to improved governance processes have been submitted to FSIs in financial conglomerates. The Board of Directors of the Main Entity has ensured that the audit findings and recommendations from the Integrated Internal Audit Work Unit, external auditors, the results of supervision by FSA and the results of supervision by other authorities, including Bank Indonesia, have been followed up by the FSI in the Financial Conglomeration.
Konglomerasi Keuangan telah menyusun dan menyampaikan kewajiban pelaporan sesuai ketentuan yang mencakup laporan pelaksanaan tugas dan tanggung jawab Satuan Kerja Kepatuhan/Laporan Direktur Kepatuhan Entitas Utama, Laporan Audit Internal Terintegrasi kepada Direktur yang ditunjuk untuk melakukan fungsi pengawasan terhadap LJK dalam Konglomerasi Keuangan dan Dewan Komisaris Entitas Utama serta Direktur yang membawahkan fungsi kepatuhan Entitas Utama dan Laporan Profil Risiko Terintegrasi.	The Financial Conglomerate has compiled and submitted reporting obligations in accordance with the provisions which include reports on the implementation of duties and responsibilities of the Compliance Work Unit/Report of Compliance Director of the Main Entity, Integrated Internal Audit Report to the Director appointed to carry out the supervisory function of FSI in the Financial Conglomeration and the Main Entity's Board of Commissioners as well as the Director in charge of the Main Entity's compliance function and the Integrated Risk Profile Report.

5. Hubungan Entitas Utama dan Anggota Konglomerasi

   Hubungan entitas utama, dalam hal ini Bank Muamalat Indonesia dengan anggota konglomerasi terbagi ke dalam tiga hal. Rincian penjelasan disampaikan pada tabel di bawah ini:

5. Relationship between Main Entity and Conglomerate Members

   The relationship between the main entity, in this case Bank Muamalat Indonesia with members of the conglomerate, is divided into three things. The detailed explanation is presented in the table below:

Uraian	Penjelasan	Description
Prinsip Umum General Principle	a. Hubungan Entitas Utama dan anggota Konglomerasi Keuangan dilakukan dengan memenuhi peraturan perundang-undangan yang berlaku. b. Entitas Utama dan anggota Konglomerasi Keuangan merupakan badan hukum tersendiri yang memiliki organ perseroan yang berbeda. c. Mekanisme yang berlaku di antara Entitas Utama dengan anggota konglomerasi harus dilakukan melalui mekanisme korporasi yang sehat dan menerapkan prinsip-prinsip *Good Corporate Governance* dan mengacu pada ketentuan yang berlaku. d. Dalam transaksi antara Entitas Utama dan anggota konglomerasi wajib dilandasi prinsip-prinsip sebagai berikut: • Transparansi yaitu keterbukaan dalam mengemukakan informasi yang material dan relevan serta keterbukaan dalam proses pengambilan keputusan. • Akuntabilitas ialah kejelasan fungsi dan pelaksanaan pertanggungjawaban organ dalam Konglomerasi Keuangan sehingga pengelolaannya berjalan secara efektif. • Pertanggungjawaban yakni kesesuaian pengelolaan Entitas Utama dan anggota konglomerasi dengan peraturan perundang-undangan yang berlaku dan prinsip pengelolaan yang sehat. • Profesional adalah memiliki kompetensi, mampu bertindak objektif dan bebas dari pengaruh atau tekanan dari pihak mana pun (independen) serta memiliki komitmen yang tinggi untuk mengembangkan bank syariah. • Kewajaran yaitu keadilan dan kesetaraan dalam memenuhi hak-hak pemangku kepentingan yang timbul berdasarkan perjanjian dan peraturan perundang-undangan.	a. The relationship between the Main Entity and members of the Financial Conglomerate is conducted in compliance with the prevailing laws and regulations. b. The Main Entity and members of the Financial Conglomerate are separate legal entities that have different corporate organs. c. The mechanism that applies between the Main Entity and members of the conglomerate must be carried out through a sound corporate mechanism and applies the principles of Good Corporate Governance and refers to the applicable regulations. d. Transactions between the Main Entity and members of the conglomerate must be based on the following principles: • Transparency, namely openness in presenting material and relevant information as well as openness in the decision-making process. • Accountability is clarity of functions and implementation of accountability of organs in the Financial Conglomerate so that their management runs effectively. • Responsibility, namely the conformity of the management of the Main Entity and members of the conglomerate with the prevailing laws and regulations and the principles of sound management. • Professionals are competent, able to act objectively and free from influence or pressure from any party (independent) and have a strong commitment to developing Islamic banking. • Fairness, namely justice and equality in fulfilling the rights of stakeholders that arise based on agreements and laws and regulations.
Mekanisme Pengawasan Supervisory Mechanism	Mekanisme pengawasan yang dilakukan oleh Entitas Utama terhadap anggota konglomerasi dilakukan dengan: 1. Penempatan wakil perusahaan sebagai Anggota Dewan Komisaris dan/atau Direktur Perusahaan Anak. 2. Keberadaan unit khusus yang menangani pengawasan dan pelaporan Perusahaan Anak (jika diperlukan). 3. Penyampaian laporan berkala audit intern terintegrasi, laporan kepatuhan terintegrasi dan profil risiko terintegrasi. 4. Pembentukan komite Tata Kelola Terintegrasi dan Komite Manajemen Risiko Terintegrasi.	The supervisory mechanism carried out by the Main Entity towards members of the conglomerate is carried out by: • Placement of company representatives as members of the Board of Commissioners and/or Directors of the Subsidiary. • Existence of a special unit that handles the supervision and reporting of Subsidiaries (if required). • Submission of integrated internal audit periodic reports, integrated compliance reports and integrated risk profiles. • Establishment of the Integrated Governance committee and the Integrated Risk Management Committee.
Transaksi Entitas Utama dengan Anggota Konglemerasi Transaction between Main Entity and Members of Conglomerates	1. Transaksi bisnis Entitas Utama dengan Anggota Konglomerasi harus dilakukan atas dasar *arm's length* relationship sebagaimana layaknya transaksi bisnis dengan pihak lainnya. Pada prinsipnya Bank mengedepankan prinsip kesetaraan terhadap anggota konglomerasi. 2. Perlakuan istimewa hanya akan diberikan dengan kondisi tertentu sesuai dengan kepentingan Konglomerasi Keuangan sepanjang tidak bertentangan dengan peraturan perundang-undangan yang berlaku.	1 Business transactions between the Main Entity and Conglomerate Members must be conducted on the basis of an arm's length relationship as is the case with business transactions with other parties. In principle, the Bank puts forward the principle of equality to members of conglomeration. 2 Special treatment will only be given under certain conditions in accordance with the interests of the Financial Conglomerate as long as it does not conflict with the prevailing laws and regulations.

6. Penerapan Tata Kelola Pada Perusahaan Anak (ALIF)

6. Implementation of Governance in Subsidiary Companies (ALIF)

Profil Pemegang Saham ALIF

ALIF dimiliki oleh lima perusahaan, yang profilnya dijabarkan dalam tabel berikut ini.

ALIF Shareholder Profile

ALIF is owned by five companies, the profiles of which are outlined in the following table.

Nama Perusahaan Name of Company	**Penjelasan**	**Description**
Boubyan Capital Investment Co.	Boubyan Capital adalah perusahaan manajemen investasi syariah berbasis di Kuwait dengan beberapa *line of bussiness* yaitu *asset management, brokerage services, custody, principal invesment,* dan pengelolaan properti *real estate*.	Boubyan Capital is a Kuwait-based sharia investment management company with several lines of business, namely asset management, brokerage services, custody, principal investment and real estate property management.
	Perusahaan ini merupakan salah satu bagian investasi Boubyan Bank yang dianugerahi Best Bank Islam di Kuwait oleh Arabian Business dengan kepemilikan saham Boubyan Bank sebesar 99,90% saham.	This company is a part of Boubyan Bank investment which was awarded the Best Islamic Bank in Kuwait by Arabian Business with Boubyan Bank ownership of 99.90% shares.
	Sebagai anak perusahaan dari Boubyan Bank, Boubyan Capital menggabungkan kekuatan dari entitas induk, yang merupakan salah satu lembaga keuangan yang paling cepat berkembang di Kuwait dalam bidang jasa keuangan.	As a subsidiary of Boubyan Bank, Boubyan Capital combines the strengths of its holding entity, which is one of the fastest growing financial institutions in Kuwait in the field of financial services.

Nama Perusahaan Name of Company	**Penjelasan**	**Description**
Bank Muamalat Indonesia	PT Bank Muamalat Indonesia Tbk memulai perjalanan bisnisnya sebagai Bank Syariah pertama di Indonesia pada 1 November 1991 atau 24 Rabi'us Tsani 1412 H. Pendirian Bank Muamalat Indonesia digagas oleh Majelis Ulama Indonesia (MUI), Ikatan Cendekiawan Muslim Indonesia (ICMI) dan pengusaha muslim yang kemudian mendapat dukungan dari Pemerintah Republik Indonesia.	PT Bank Muamalat Indonesia Tbk started its business journey as the first Islamic Bank in Indonesia on November 1, 1991 or 24 Rabi'us Tsani 1412 H. The establishment of Bank Muamalat Indonesia was initiated by the Indonesian Ulema Council (MUI), the Indonesian Muslim Intellectuals Association (ICMI) and Muslim entrepreneurs. which later received support from the Government of the Republic of Indonesia.
	Pada 27 Oktober 1994, Bank Muamalat Indonesia mendapatkan izin sebagai Bank Devisa dan terdaftar sebagai perusahaan publik yang tidak *listing* di Bursa Efek Indonesia (BEI). Bank Muamalat Indonesia merupakan lembaga perbankan pertama di Indonesia yang mengeluarkan Sukuk Subordinasi Mudharabah. Aksi korporasi tersebut semakin menegaskan posisi Bank Muamalat Indonesia di peta industri perbankan Indonesia.	On October 27, 1994, Bank Muamalat Indonesia obtained a license as a Foreign Exchange Bank and was registered as an unlisted public company on the Indonesia Stock Exchange (IDX). Bank Muamalat Indonesia is the first banking institution in Indonesia to issue Mudharabah Subordinated Sukuk. This corporate action further emphasized Bank Muamalat Indonesia's position on the map of the Indonesian banking industry.
	Seiring kapasitas Bank yang semakin diakui, Bank semakin melebarkan sayap dengan terus menambah jaringan kantor cabangnya di seluruh Indonesia. Pada tahun 2009, Bank mendapatkan izin untuk membuka kantor cabang di Kuala Lumpur, Malaysia dan menjadi bank pertama di Indonesia yang mewujudkan ekspansi bisnisnya di Malaysia.	As the capacity of the Bank is increasingly recognized, the Bank is expanding by continuing to add to its branch network throughout Indonesia. In 2009, the Bank obtained a license to open a branch office in Kuala Lumpur, Malaysia and became the first bank in Indonesia to realize its business expansion in Malaysia.
	Produk Shar-e Gold Debit Visa yang diluncurkan pada tahun 2011 mendapatkan penghargaan dari Museum Rekor Indonesia (MURI) sebagai Kartu Debit Syariah dengan teknologi *chip* pertama di Indonesia serta layanan *e-channel* seperti *internet banking, mobile banking*, ATM, dan *cash management*. Seluruh produk-produk tersebut menjadi pionir produk syariah di Indonesia dan menjadi tonggak sejarah penting di industri perbankan syariah.	The Shar-e Gold Debit Visa product launched in 2011 received an award from the Indonesian Record Museum (MURI) as the first Sharia Debit Card with chip technology in Indonesia. Other services from the Bank are e-channel services such as internet banking, mobile banking, ATM, and cash management. All of these products have become the pioneers of sharia products in Indonesia and have become important milestones in the Islamic banking industry.
	Bank terus mewujudkan berbagai pencapaian serta prestasi yang diakui baik secara nasional maupun internasional. Hingga saat ini, Bank beroperasi bersama beberapa entitas anaknya dalam memberikan layanan terbaik yaitu Al-Ijarah Indonesia Finance (ALIF) yang memberikan layanan pembiayaan syariah, (DPLK Muamalat) yang memberikan layanan dana pensiun melalui Dana Pensiun Lembaga Keuangan, dan Baitulmaal Muamalat yang memberikan layanan untuk menyalurkan dana Zakat, Infakdan Sedekah (ZIS).	The Bank continues to realize various achievements and accomplishment that are recognized both nationally and internationally. Until now, the Bank operates with several of its subsidiaries in providing the best services, namely Al-Ijarah Indonesia Finance (ALIF) which provides sharia financing services, (DPLK Muamalat) which provides pension fund services through the Financial Institution Pension Fund, and Baitulmaal Muamalat which provides services to distribute Zakat, Infaq and Alms (ZIS) funds.

Nama Perusahaan Name of Company	**Penjelasan**	**Description**
PT Ahda Internasional Indonesia	Institut Teknologi dan Bisnis (ITB) Ahmad Dahlan Jakarta merupakan lembaga pendidikan di bawah Muhammadiyah yang didirikan pada 1 Januari 1968 dengan nama awal adalah Akademi Bank Muhammadiyah (ABM). Beberapa tokoh nasional terkemuka yang sangat concern terhadap kondisi perekonomian umat Islam di Indonesia dan ikut berperan aktif dalam pendirian ABM di antaranya adalah Mr. Sjafruddin Prawiranegara (mantan gubernur Bank Sentral/BI), Prof. Dr. M. Arsjad Anwar, MBA (mantan deputi Bappenas RI), serta Drs. Sofyan Tandjung (mantan fungsionaris DPP IMM). Dukungan dari ketiga tokoh ini tentu saja sangat berarti dalam proses dan perkembangan ABM.	The Ahmad Dahlan Jakarta Institute of Technology and Business (ITB) is an educational institution under Muhammadiyah which was founded on January 1, 1968, with the initial name being Akademi Bank Muhammadiyah (ABM). Several prominent national figures who were very concerned about the economic condition of Muslims in Indonesia and took an active role in the establishment of ABM, among them were Mr. Sjafruddin Prawiranegara (former governor of the Central Bank / BI), Prof. Dr. M. Arsjad Anwar, MBA (former deputy of Bappenas RI), and Drs. Sofyan Tandjung (former DPP IMM functionary). The support from these three figures is of course very meaningful in the process and development of ABM.
	Pada tanggal 28 Desember 2020, ITB Ahmad Dahlan mengambil alih kepemilikan 35 juta lembar saham PT Al Ijarah Indonesia Finance dari Alpha Lease & Finance Holding Company, melalui amal usaha yang didirikan untuk melakukan akuisisi tersebut, yaitu PT Ahda Internasional Indonesia. Dengan pengambil-alihan ini, maka memasuki tahun 2021, PT Ahda Internasional Indonesia secara resmi telah menjadi salah satu pemegang saham PT Al Ijarah Indonesia Finance.	On December 28, 2020, ITB Ahmad Dahlan took over the ownership of 35 million shares of PT Al Ijarah Indonesia Finance from Alpha Lease & Finance Holding Company, through a charity established to make the acquisition, namely PT Ahda Internasional Indonesia. With this takeover, entering the year 2021, PT Ahda Internasional Indonesia has officially become one of the shareholders of PT Al Ijarah Indonesia Finance.
Bank Sinarmas	PT Bank Sinarmas Tbk. didirikan pada 18 Agustus 1989 berdasarkan Akta No. 52 tanggal 18 Agustus 1989 dari Buniarti Tjandra, S.H., Notaris di Jakarta, dengan nama PT Bank Shinta Indonesia dan telah diubah dengan Akta No. 91 tanggal 15 September 1989 dari notaris yang sama.Bank memperoleh status sebagai Bank Umum Devisa tahun 1995.	PT Bank Sinarmas Tbk. was established on August 18, 1989 based on Deed No. 52 dated 18 August 1989 from Buniarti Tjandra, S.H., Notary in Jakarta, under the name PT Bank Shinta Indonesia and has been amended by Deed No. 91 dated 15 September 1989 from the same notary. The Bank obtained status as a Foreign Exchange Commercial Bank in 1995.
	Pada tahun 2005, perjalanan Bank memasuki babak baru setelah PT Sinar Mas Multiartha Tbk, perusahaan *financial services* yang berada di bawah Kelompok Usaha Sinar Mas mengambil alih 21% saham di PT Bank Shinta Indonesia dan resmi berganti nama menjadi PT Bank Sinarmas pada 2006.Pergantian nama tersebut telah disetujui melalui Rapat Umum Pemegang Saham Luar Biasa. Bank Sinarmas memperoleh izin untuk pendirian Unit Usaha Syariah (UUS), berdasarkan Keputusan Deputi Gubernur Bank Indonesia.	In 2005, the Bank's journey entered a new chapter after PT Sinar Mas Multiartha Tbk., A financial services company under the Sinar Mas Business Group, took over 21% of shares in PT Bank Shinta Indonesia and officially changed its name to PT Bank Sinarmas in 2006. The name has been approved through the Extraordinary General Meeting of Shareholders. Bank Sinarmas obtained a license for the establishment of a Sharia Business Unit (UUS), based on the Decree of the Deputy Governor of Bank Indonesia.
	Pada tahun yang sama, Bank memperoleh pengesahan dari Bapepam (sekarang OJK) untuk melakukan kegiatan usaha Wali Amanat. Pada 13 Desember 2010, Bank Sinarmas melakukan Penawaran Saham Umum Perdana (*Initial Public Offering*/IPO) dengan kode saham BSIM.	In the same year, the Bank obtained approval from Bapepam (now FSA) to carry out Trustee business activities. On December 13, 2010, Bank Sinarmas conducted an Initial Public Offering (IPO) with the stock code BSIM.
	Bank Sinarmas menjadi pemegang saham ALIF berdasarkan hasil keputusan RUPS LB ALIF yang diselenggarakan pada tanggal 27 Desember 2019 melalui pengesahan Akta Perjanjian Penyertaan Modal Sementara antara ALIF dengan Bank Sinarmas.	Bank Sinarmas became ALIF's shareholder based on the resolution of the AGMS of ALIF which was held on December 27, 2019 through the ratification of the Temporary Equity Participation Agreement Deed between ALIF and Bank Sinarmas.

Nama Perusahaan Name of Company	Penjelasan	Description
Bank Panin Dubai Syariah	Sejak mengawali keberadaan di industri perbankan syariah di Indonesia, Panin Dubai Syariah Bank secara konsisten menunjukkan kinerja dan pertumbuhan usaha yang baik. Panin Dubai Syariah Bank berhasil mengembangkan aset dengan pesat berkat kepercayaan nasabah yang menggunakan berbagai produk pembiayaan dan menyimpan dananya.	Since starting its presence in the Islamic banking industry in Indonesia, Panin Dubai Syariah Bank has consistently shown good performance and business growth. Panin Dubai Syariah Bank has succeeded in developing assets rapidly thanks to the trust of customers who use various financing products and save their funds.
	Dukungan penuh dari perusahaan induk PT Bank Panin Tbk sebagai salah satu bank swasta terbesar di antara 10 (sepuluh) bank swasta terbesar lainnya di Indonesia, serta Dubai Islamic Bank PJSC yang merupakan salah satu bank Islam terbesar di dunia, telah membantu tumbuh kembang Panin Dubai Syariah Bank.	Full support from the parent/holding company, PT Bank Panin Tbk as one of the largest private banks among the other 10 (ten) largest private banks in Indonesia, as well as Dubai Islamic Bank PJSC which is one of the largest Islamic banks in the world, has helped Panin Dubai Shariah Bank grow and develop.
	Panin Dubai Syariah Bank terus berkomitmen untuk membangun kepercayaan nasabah dan masyarakat melalui pelayanan dan penawaran produk yang sesuai dengan prinsip-prinsip syariah serta memenuhi kebutuhan nasabah.	Panin Dubai Syariah Bank continues to be committed to building customer and public trust through services and product offerings that comply with sharia principles and meet customer needs.
	Bank Panin Dubai Syariah menjadi pemegang saham ALIF berdasarkan hasil keputusan RUPS LB ALIF yang diselenggarakan pada tanggal 27 Desember 2019 melalui pengesahan Akta Perjanjian Penyertaan Modal Sementara antara ALIF dengan Bank Panin Dubai Syariah.	Bank Panin Dubai Syariah became a shareholder of ALIF based on the resolution of the ALIF AGMS which was held on December 27, 2019 through the ratification of the Temporary Equity Participation Agreement Deed between ALIF and Bank Panin Dubai Syariah.

Dewan Pengawas Syariah ALIF

Dewan Pengawas Syariah (DPS) memiliki tugas dan tanggung jawab untuk mengawasi kegiatan usaha perusahaan agar sesuai dengan ketentuan dan prinsip syariah melalui nasihat dan saran kepada manajemen mengenai hal-hal yang terkait dengan aspek syariah. Hingga berakhirnya tahun buku 2020, berikut adalah susunan Dewan Pengawas Syariah ALIF.

Dewan Pengawas Syariah : M. Faisal Muchtar

ALIF Sharia Supervisory Board

The Sharia Supervisory Board (DPS) has the duties and responsibilities to supervise the company's business activities to comply with the provisions and principles of sharia through advice and suggestions to management regarding matters related to the aspects of sharia. Until the end of the 2020 financial year, here is the composition of the ALIF Sharia Supervisory Board.

Sharia Supervisory Board: M. Faisal Muchtar

Dewan Komisaris ALIF

Hingga berakhirnya tahun buku 2020, berikut adalah susunan Dewan Komisaris ALIF.
Komisaris : Sucastiyono

ALIF Board of Commissioners

Until the end of the 2020 financial year, here is the composition of the ALIF Board of Commissioners.
Commissioner : Sucastiyono

Direksi ALIF

Direktur Utama : Afrid Wibisono
Direktur : Mochammad Hanggoro Priyo Utomo
Direktur : Priastiti Nawa Agustina

ALIF Board of Directors

President Director : Afrid Wibisono
Director : Mochammad Hanggoro Priyo Utomo
Director : Priastiti Nawa Agustina

Daftar Konsultan, Penasihat atau yang Dipersamakan

Selama tahun 2020, Bank sebagai perseroan terbuka telah menggunakan jasa Konsultan, Penasihat, dan/atau yang dipersamakan dalam menunjang pemenuhan aktifitas dan ketentuan yang berlaku di Pasar Modal. Daftar Nama konsultan Bank dijelaskan secara rinci pada Laporan Tahunan Bank Muamalat 2020 Sub-bab "Nama dan Alamat Lembaga Penunjang Pasar Modal"

List of Consultants, Advisors and / or others equalized

During 2020, the Bank as a public company has using the services of Consultants, Advisors, and / or others equalized in supporting the fulfillment of activities and the applicable provisions in the Capital Market. Name list Bank consultants are described in detail in Annual Report Bank Muamalat 2020 Sub-chapter "Name and Address Capital Market Supporting Institutions "